Government Commercial Agency
Supplier

Burges Salmon

BURGES SALMON

Supplier Prospectus

RM6374 Legal Panel for Public Sector

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 3, Lot 4 and Lot 5

Version 1 – October 2026

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Disclaimer notice: We confirm that the use of information provided throughout is not commercially sensitive, and where it is not a matter of public record then appropriate permission has been sought for inclusion.

Supplier Introduction

Who we are

- An ambitious, sustainable and inclusive firm that ensures its clients, people and wider communities flourish. We work across the UK with lawyers who are qualified to work in all three legal jurisdictions in the UK - England and Wales, Scotland and Northern Ireland.
- With offices in Bristol, Edinburgh, London and Dublin, we work wherever clients need us to be, both within the UK and internationally. Our collaborative and cohesive culture underpins the quality of our work and client service.
- Over 30 years' experience advising public sector clients, from the large strategic projects to day-to-day operational requirements. Our team includes former senior civil service lawyers, local government lawyers and secondees.
- 550+ lawyers, over 120 of whom work regularly with public sector clients ensuring resilience in our teams and that work can be dealt with at the right level.
- A robust public sector litigation team acting on live commercial litigation for central government and other public bodies and on recovery and administrative law claims
- We have a strong global network of like-minded independent law firms, our Preferred Firm Network, a non-exclusive network of law firms which we have assembled over many years, who share our values and provide expert advice and excellent service at a fair price in their jurisdictions.

How we work

- Working collaboratively with our colleagues, clients and community, we remove the barriers to successful delivery and building strong, long-lasting and enjoyable relationships.
- We listen to our clients, to ensure their objectives and priorities drive everything we do.
- We provide strategic, commercially-focused advice and intelligent solutions to complex problems.
- We offer alternative fee arrangements and flexible engagement models available including day-to-day support, secondment arrangements, substantial projects and ad-hoc instructions.
- We provide real-time tracking and communication of costs, ensuring value for money.
- We conduct regular joint reviews of what is working and where we can improve.
- We use technological solutions to increase efficiency and enhance service delivery, including our collaborative, secure Burges Salmon Clientspace portal and document review and search/analytics solutions.

Why choose Burges Salmon

- In-depth knowledge of how the public sector works – the drivers and constraints, the challenges of achieving policy objectives and the complex environments in which public bodies operate.
- Track record of successful delivery and meeting stakeholder expectations, often to challenging timescales and under political and media scrutiny.
- Dedicated to adding value to our service – whether through knowledge transfer, strategic support, training or provision of meeting rooms, we aim to be an integrated part of your team.
- We take an authentic responsible business approach and strive for social and environmental sustainability, equality, diversity and inclusion in all aspects of our work. We want to ensure our clients, our people and our wider communities flourish.

OUR YEAR IN NUMBERS

1,290+

Number of Burges Salmon people

660+

Fee earners

130+

Number of Partners

40

Award wins, shortlists and accreditations

7,272+

Hours of pro bono advice given and volunteering hours

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Team Structure

To discuss any aspect of this Prospectus or an opportunity, please contact any member of the core team or email us at: publicsectortenders@burges-salmon.com

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SPECIALISMS

Artificial Intelligence and Machine Learning Law Tom Whittaker	Assimilated Law John Houlden	Aviation and Airports Chloe Challenor	Charities Catherine de Maid	Children and Vulnerable Adults Matt Ramus	Commercial Litigation and Dispute Resolution Richard Binns	Competition Law Chris Worrall	Construction Law Steven James
Contracts Matt Ramus	Corporate Finance Rachael Ruane	Corporate Law Nick Graves	Court of Protection Kevin Kennedy	Credit Insurance and Related Products Matthew Kaltas-Walker	Criminal Law Guy Bastable	Debt Capital Markets Graham Soar	Debt Recovery Caroline Brown
Defence and Security Law Keith Beattie	Dispute Resolution and Litigation Law Richard Binns	Education Law Matt Ramus	Emerging Policy and Legal Risk Advisory Brian Wong	Employment Law Adrian Martin	Employment Litigation and Dispute Resolution Adrian Martin	Energy and Natural Resources Nick Churchward	Environmental Law Michael Barlow
Equity Capital Markets AJ Venter	Finance and Investment Graham Soar	Financial Institutions Rescue, Restructuring and Insolvency Emily Scaife	Financial Litigation Matthew Kaltas-Walker	Financial Services, Market and Competition Regulation Tom Dunn	Fintech Crypto Assets Martin Cook	Food, Rural and Environmental Affairs Kevin Kennedy	Franchise Law Brioney Thomas

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Team Structure

Grants John Houlden	Health and Safety Charlotte Whittaker	Health, Healthcare and Social Care Patrick Parkin	Highways Law Brian Wong and Philip Beer	Housing Law Colin Ligman	Immigration Adrian Martin	Information Law including Data Protection Lucy Pegler	Information Technology Law Lucy Pegler
Insurance and Reinsurance Matthew Kaltas-Walker	Intellectual Property Law Helen Scott-Lawler	International Development/Aid Funding Stuart McMillan	International Finance Organisations Stuart McMillan	International Law Ian Tucker	International Trade Paul Browne	Investment and Asset Management Mark Shepherd	Investment and Commercial Banking Rachael Ruane
Islamic Finance / Sukuk Graham Soar	Life Sciences Patrick Parkin	Litigation and Dispute Resolution Richard Binns	Media Law Jeremy Dickerson	Merger & Acquisition Activity Nick Graves	Outsourcing Keith Beattie	Partnership Law Kevin Kennedy	Pensions Law Michael Hayles
Planning Law Gary Soloman	Private Law Litigation and Dispute Resolution Richard Binns	Project and Asset Finance Stuart McMillan	Projects and Transactions Stuart McMillan	Projects/PPP Matt Ramus	Property and Real Estate Litigation and Dispute Resolution James Sutherland	Property, Real Estate and Real Estate Finance Richard Clark	Public Inquiries - Support to Participants and Inquests Gemma Ludgate
Public Inquiries - Non-Statutory Independent Inquiries/ Reviews Gemma Ludgate	Public International Law Ian Tucker	Public Law Ian Tucker	Public Law Litigation and Dispute Resolution Richard Binns	Public Procurement Law John Houlden	Public-Private Partnerships (PPP) Lillian McKenzie	Rail Commercial Law Chris Simms	Real Estate and Real Estate Finance Richard Clark
Regulatory Law Chris Simms	Restructuring and Insolvency Emily Scaife	Space Law Chloe Challenor	Sports Law Jeremy Dickerson	Statutory Civil Recovery Rhiannon Price	Subsidy Control Law John Houlden	Supporting Public Inquiries Gemma Ludgate	Sustainable Finance/ Green Finance Graham Soar
Tax Law Ian Carnochan							

Additional support such as trainees, paralegals and business services will be available to you depending on your requirements.

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Social Value

At Burges Salmon, responsible business is embedded into our strategy, culture and decision making. Through our Responsible Business Strategy 2026-2031, we are focused on creating long-term positive impact for our people, communities and the environment through three core pillars: People, Places, Planet.

Our approach is holistic, considering environmental, social and economic factors to create comprehensive solutions that benefit all parties involved.

This is core to our firm's strategy, purpose and culture. Within our strategy, we strive for best practice.

We are a signatory to the UN Global Compact, a member of Business in the Community and have integrated the UN Sustainable Development Goals into our responsible business strategy.

Wellbeing:

We prioritise mental, physical, financial and emotional health to empower our team members to thrive both personally and professionally.

Central to our approach is our People vision to be "The Best Place to Thrive", creating a high performance, high support culture where colleagues feel valued, supported and able to achieve their full potential. This is supported by:

- Our dedicated team of wellbeing professionals and 52 Mental Health First Aiders
- Alignment with industry standards, including Mindful Business Charter principles, and attending sector events to understand trends in wellbeing challenges and shape planned initiatives
- Our accessible learning management system which allows our people to access learning for personal and career development
- Increasing our maternity/shared parental pay to 26 weeks and paternity pay to four weeks
- Annual wellbeing event, regular bulletins, financial wellbeing support and private GP service.

We recognise that wellbeing needs evolve over time and continually review our approach through colleague feedback, engagement surveys and wellbeing data. Through regular "You Said, We Did" communications and ongoing investment in support services, we ensure our wellbeing offer remains relevant, inclusive and responsive to the needs of our people.

Looking ahead, we will continue to evolve our wellbeing strategy as part of our wider 2026-31 firm strategy, further strengthening our commitment to creating an environment where everyone can thrive, contribute their best and build sustainable, rewarding careers.

By monitoring our wellbeing initiatives, we aim to identify a path to maintain Investors in People Platinum status in 2028.

Equal opportunity and tackling inequality:

We believe creating a diverse and inclusive workplace is not only the right thing to do but is essential to our success as a business and to ensuring our people feel a genuine sense of belonging.

Our approach is supported by:

- A dedicated Diversity & Inclusion team led by our Diversity & Inclusion Manager.
- Senior leadership sponsorship, with responsibility for diversity and inclusion sitting at Board level.
- Employee-led networks that help shape and influence our approach, including BCultured (ethnic diversity), BBalanced (gender balance), BEnabled (disability and long-term health conditions) and BProud (LGBT+ inclusion).
- A Diversity Taskforce comprising senior leaders and colleagues with lived experience, responsible for driving measurable progress and accountability.
- Data-led decision making, including diversity monitoring, annual pay gap reporting and regular employee engagement surveys.
- Reverse mentoring programmes which help senior leaders better understand the experiences of colleagues from underrepresented backgrounds and strengthen inclusive leadership.
- Inclusive recruitment and progression initiatives, including the use of contextual recruitment tools and apprenticeship pathways into the legal profession.
- A long-standing commitment to improving social mobility through work experience, apprenticeships and partnerships with organisations that widen access to legal careers.

We are proud to be an accredited Living Wage Employer, a Disability Confident Leader and an Investors in People Platinum organisation.

We are also signatories to a number of external commitments and charters, including the Race Fairness Commitment, Race at Work Charter, Women in Business Charter, Social Mobility Pledge and the Law Society Diversity & Inclusion Charter.

We are committed to transparency and regularly report on our progress through our Responsible Business reporting and annual publication of our gender, ethnicity and disability pay gap data.

This enables us to identify areas for improvement and ensure our actions are targeted, evidence based and impactful.

Looking ahead, we will continue to build on the progress we have made by strengthening representation at senior levels, expanding opportunities for underrepresented groups, supporting social mobility and ensuring diversity, equity and inclusion remain embedded throughout the employee lifecycle.

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Social Value

In addition to our GCA commitments to wellbeing and tackling inequality, we also strive for best practice in all other elements of our social value framework. This includes:

Fighting climate change

We believe in meaningful action to embed sustainable practices into our operations, lead by example and support local communities in their transition to sustainable futures. This includes:

- Science-based emissions reduction targets validated by the Science Based Targets initiative (SBTi) and aligned to a 1.5°C pathway.
- A dedicated governance structure, including Board-level oversight through our Responsible Business Committee and delivery support from our Environment Working Group and Climate Taskforce.
- An ISO 14001-certified Environmental Management System that drives continual environmental improvement.
- Responsible procurement practices and ongoing engagement with suppliers to improve environmental performance across our value chain.
- Investment in building efficiency measures and the use of renewable-backed electricity across our offices.
- Promotion of sustainable travel and hybrid working practices, helping to reduce commuting and business travel emissions.
- Employee engagement through our BSustainable network, annual Green Week programme and regular sustainability communications.
- Carbon literacy, environmental awareness and opportunities for colleagues to take practical action through volunteering and environmental initiatives.

You can access our carbon reduction plan here.

Employment and human rights

We focus on fair employment practices addressing critical issues such as modern slavery, disability inclusion and equal opportunities. We aim to ensure that our workplace promotes a culture of integrity and respect and that employment opportunities are opened up to a wider range of communities. Examples include:

- Employment scheme for candidates with disabilities or neurodivergent conditions
- Modern slavery and code of conduct training
- Following the principles and guidelines of the UN Global Compact, the UN Universal Declaration of Human Rights, the core conventions of the International Labour Organisation (ILO), and the UN Guiding Principles on Business and Human Rights (UNGPs).

Community

We are dedicated to building strong, thriving communities in which our people are proud to make a difference. Community engagement is integral to our culture, reflecting our commitment to being a force for good and giving back by sharing our expertise and resources. This includes:

- Our charitable themes. We run three-year charitable themes to maintain and support ongoing relationships with more than 60 key charities. Our theme this year of ‘Fairer Futures for Young People’ focuses on supporting young people through projects related to education, health and wellbeing and social mobility
- Volunteering and pro bono legal advice
- Founding partner of Social Mobility Business Partnership (SMBP), bringing together local businesses, organisations and schools to deliver meaningful workplace experiences to young people from low-income backgrounds. Our Chief People Officer, Alice Bretherton is a trustee on the board
- Founding member of Bristol Future Talent Partnership.

SOCIAL VALUE HIGHLIGHTS

- Launched our new Responsible Business Strategy 2026-31, structured around three strategic pillars: People, Places and Planet
- Achieved an EcoVadis Silver rating, improving our overall score by 13% and placing us in the 90th percentile of assessed organisations.
- Engaged 2,615 young people through our Working with Schools programme during 2024/25, helping students develop skills, confidence and awareness of future career opportunities.
- Provided 3,424 volunteering hours and £542,791 of community investment.
- Raised over £33,000 for Young Bristol through our firmwide "25 for 25" canoe challenge involving more than 240 colleagues.
- Published disability pay gap data for the first time, alongside ongoing publication of our gender and ethnicity pay gap reports.
- Increased female representation in partnership from 20% in 2020 to 34% in 2026, demonstrating sustained progress towards gender balance in senior leadership.
- Retained Science Based Targets initiative (SBTi) validated carbon reduction targets, aligned to limiting global warming to 1.5°C and targeting a 50% reduction in Scope 1, 2 and 3 emissions by 2030.
- Established a Board-approved Climate Taskforce to oversee delivery of our Climate Action Plan and long-term net zero pathway.

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Experience Profile

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

Burges Salmon's local government practice comprises a specialist cross-departmental team of lawyers with deep expertise across the full range of legal services required by local authorities and public bodies.

Several of our lawyers are former local authority in-house lawyers, giving us an added understanding of the needs and constraints of local government. We act for county, unitary and metropolitan councils, combined authorities, development corporations and government departments on significant infrastructure, regeneration, net zero and community projects in the UK.

Combining our planning and compulsory purchase practice with our procurement, real estate, energy and pensions teams, we provide a full-service offering tailored to the specific demands of local government clients.

Our expertise includes:

We provide integrated advice across Lot 1b specialisms, with particular expertise in:

- Planning law, compulsory purchase and compensation, including inquiry and DCO advocacy;
- Public procurement law, including the Procurement Act 2023 and subsidy control;
- Real estate and real estate finance, including regeneration, housing delivery and disposals;
- Energy and natural resources, including heat networks, renewable energy and net zero delivery;
- Environmental law, including flood alleviation, biodiversity net gain and habitats regulation;
- Children and vulnerable adults, including statutory interventions and alternative delivery models; and
- Pensions law, including LGPS pooling, governance and scheme management.

Planning, CPO and Major Infrastructure: **Gloucestershire County Council:** advising on the promotion of a Development Consent Order for Junction 10 of the M5 motorway, a £325m+ scheme unlocking 20,000 new homes. **Environment Agency:** leading implementation of the £176m Oxford Flood Alleviation Scheme CPO, confirmed following a five-week public inquiry. **North Somerset Council:** advising on the £97m Banwell Bypass, including planning, CPO and side roads order covering 60.2 hectares. **Isle of Anglesey County Council:** long-standing instruction across the Energy Island programme, including a tidal energy demonstration zone (advocacy at a four-week public inquiry), Anglesey Freeport, Port Health Authority establishment and a 200,000sqm data centre development. **Department for Transport:** advising the Transport Infrastructure Planning Unit under a re-commissioned direct award on decisions for Transport and Works Act Orders and Development Consent Orders. **Torbay Borough Council:** advising on the Crossways CPO, a £25m town centre regeneration delivering extra care housing and retail.

Regeneration and Housing: **Greater London Authority and Places for London:** advising on multi-billion pound housing-led regeneration across London, including the £1bn Beam Park (3,500+ homes), the £1bn Albert Island scheme and the Limmo Peninsula (1,500 homes). **Birmingham City Council:** advising on the disposal and development of 1,000+ homes at Perry Bar, the former Commonwealth Games athletes' village, including a £75m sale to L&G. **Bristol City Council:** advising on the £550m redevelopment of the Galleries Shopping Centre, one of the largest single development projects in the UK. **Stevenage Borough Council:** advising on a £350m joint venture with Mace for the redevelopment of Stevenage Town Centre.

Net Zero and Clean Energy: **Department for Energy Security and Net Zero:** advising on the Heat Network Zoning Transition project, developing commercial delivery models and procurement processes for heat network zoning across England, a market estimated at £60–80bn by 2050. **Old Oak and Park Royal Development Corporation:** advising on the £100m OPEN Project, a UK-first ambient loop heat network recovering waste heat from data centres to serve 9,000+ homes. **Plymouth City Council:** advising on procurement of a development partner for a £3.5bn city-wide heat network as part of DESNZ's Advanced Zoning Programme. **Transport for London:** advising on the procurement of a Power Purchase Agreement with EDF for a solar farm supplying c.80 GWh/year of renewable electricity to the London Underground. **Isle of Anglesey County Council:** advising on the £95m procurement of electric vehicle charging hubs across the island.

Children's Services and Education: **West Midlands Safe Centre Partnership:** advising a partnership of local authorities on the governance, design, build and operation of a safe centre for vulnerable children, one of only two such projects in England and Wales. We have over 10 years' experience advising on children's services statutory interventions, including in Doncaster, Birmingham, Sandwell, Northamptonshire and Bradford. **Birmingham Knowledge Quarter Partnership:** advising on collaboration arrangements for a £4bn innovation district within the West Midlands Investment Zone.

Local Government Pensions: Advising multiple LGPS pools, including **Border to Coast** (representing 11 local authorities), **LGPS Central** (8 local authorities) and the **Wales Pension Partnership** (8 local authorities) on governance, pooling and scheme management. Advising the **All Wales Pension Pool** on local government law aspects of c.£13bn pool establishment and providing senior solicitor-level support on governance and public law.

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Experience Profile

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

Burges Salmon's health, care and life sciences team comprises a specialist cross-departmental group of over 100 lawyers with in-depth expertise across the sector. We act for NHS trusts, government departments, regulators, independent healthcare providers, medical device manufacturers and life sciences companies on some of the most significant healthcare projects, procurements, transactions and disputes in the UK.

Our extensive public sector experience gives us a strong understanding of NHS governance, commissioning frameworks, public health policy and the scrutiny that accompanies major healthcare investment decisions. We advise both public and independent sector clients, giving us a detailed understanding of commissioner behaviour, funding constraints and how decisions in one part of the system affect others.

Combining deep sector knowledge with full-service legal capability, we help clients navigate complex regulatory environments, manage risk and deliver better outcomes for patients and services.

Our expertise includes:

We provide integrated advice across Lot 1c specialisms, with particular expertise in legal and policy developments shaping the sector, including advising on the interpretation and application of:

- The Procurement Act 2023 and NHS Provider Selection Regime Regulations 2023;
- NHS commissioning and activity management frameworks;
- Regulation of AI, including MHRA and NHS approaches;
- Health and Safety at Work etc. Act 1974, Care Quality Commission regulatory frameworks;
- Data Protection Act 2018 and clinical data governance; and
- Public inquiry and inquest procedures in healthcare settings.

NHS procurement and managed services: **Royal Free London NHS Foundation Trust:** advising on one of the NHS's most significant procurements for an outsourced renal dialysis service worth up to £212m over 10–15 years, serving a population of c.1.6 million. We advised on procurement strategy, structured the process to take advantage of Procurement Act flexibilities, and drafted complex contractual arrangements covering construction, clinical services and equipment provision. Advising a leading NHS Trust on its procurement of on-site and community pharmacy services in a contract worth £500m+. **UK Health Security Agency:** advising on "Project 2025+", establishing a £1bn dynamic purchasing system for COVID-19 vaccines to support the UK's pandemic preparedness strategy. **Guy's and St Thomas' NHS Foundation Trust:** providing flexible, on-demand legal support through an innovative "bench" model, advising on procurement, commercial, data protection and IP matters.

Healthcare AI and innovation: **Cambridge University Hospitals NHS Foundation Trust:** advising on the procurement and rollout of one of the first AI ambient voice technology products to be tested in acute care in the UK, including advice on AI medical device regulation. **Guy's and St Thomas' NHS Foundation Trust / AI Centre for Value-Based Healthcare:** advising on a first-of-its-kind collaboration with AI developer deepc and King's College London to create a platform to accelerate the adoption of radiology AI across the NHS. **Telstra Health UK:** advising on contract, procurement and corporate governance matters, including NHS tenders for digital solutions. **Human Fertilisation and Embryo Authority:** advising the UK's fertilisation regulator on the regulation of AI as a medical device in healthcare.

Medicines, medical devices and life sciences: **Guy's and St Thomas' NHS Foundation Trust:** supporting the development of the Trust's "Homegrown" IP, including the Tydeman® Tube for Impacted Fetal Head in partnership with Rocket Medical; drafting clinical trial and grant funding agreements for the investigation of medical devices; and advising on a ground-breaking pilot to facilitate drone delivery of blood samples between hospital sites.

NHS commissioning and activity management: **Optegra Eye Healthcare:** advising this market-leading specialist ophthalmic provider on a series of issues relating to the new NHS activity management mechanisms, ensuring Optegra can retain its ability to provide services to NHS patients and plan ahead with certainty.

Social Care: **Somerset Care:** advising on the management and growth of its care home and extra care living portfolio, including acquisitions, disposals and lease negotiations with public sector and housing association landlords. **Larchwood Care Home:** advising on the strategic management and disposal of a 74-home national portfolio across all four UK nations. **Specialist Care Provider:** advising on the sale of a provider of specialist care and treatment services for individuals with complex mental health needs. **Bridges Fund Management:** advising on a £6m investment into New Reflexions, supporting its expansion in specialist children's residential care. **Bradbury House:** advising on the regulatory requirements for registering new developments in the specialist learning disability and autism care market.

Healthcare regulation and public inquiries: **UK Covid-19 Public Inquiry:** appointed to provide the solicitor team delivering legal services to the Inquiry led by Baroness Hallett, the largest public inquiry in living memory, examining all aspects of the UK's handling of the pandemic across multiple modules. **Cobalt Health:** advising this independent medical charity on its engagement with NHS Integrated Care Boards, supporting the negotiation of contracts for the provision of mobile diagnostic imaging services across the country.

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Experience Profile

Lot 5 – Transport and Rail

Burges Salmon's transport team comprises more than 40 specialist lawyers with over 30 years' experience advising across rail, bus, aviation, ports, roads, transport infrastructure and emerging mobility.

We act for government departments, devolved administrations, combined authorities, local authorities, transport authorities, operators, investors and regulators on significant transport projects, procurements, transactions and disputes.

Our extensive public sector experience gives us a strong understanding of statutory powers, public sector governance, Managing Public Money requirements and the scrutiny that accompanies major transport investment decisions. Combining deep sector knowledge with full-service legal capability, we help clients navigate complex regulatory environments, manage risk and deliver successful transport projects, investments and services.

Our expertise includes:

We provide integrated advice across Lot 5 specialisms, with particular expertise in legal and policy developments shaping the sector, including advising on the interpretation and application of:

- The Railways Act 1993, Railways Act 2005 and Passenger Railway Services (Public Ownership) Act 2024 (the "Railways Acts");
- The Procurement Act 2023, Subsidy Control Act 2022, and Competition Act 1998;
- Employment Rights Act and TUPE Regulations;
- Planning Act 2008, Health and Safety at Work etc. Act 1974, Environmental Protection Act 1990;
- Civil Aviation Act 1982; and
- emerging regulation relating to decarbonisation and new transport technologies.

Rail: **Transport for Wales/Welsh Government** on the Wales & Borders franchise/South Wales Metro, a first-of-its-kind vertically integrated solution transferring 87 miles of Core Valley Lines from Network Rail. **TransPennine Trains Limited**: sole legal adviser on c.£1.15bn TransPennine Route Upgrade procurement of bi/tri-mode trains and depot - the first major new fleet project by a DfTO operator. **Translink/Northern Ireland Railways**: c.£565m joint procurement of new tri-mode Enterprise rolling stock. **Sizewell C Limited** on new rail infrastructure and Network Rail contracts for rail-freighted construction materials to its nuclear power station. **FirstGroup** on its successful bid for the London Overground concession awarded in December 2025, supporting mobilisation and supply chain contracting.

Bus: We advised **FirstBus** on its successful bid for two bus franchises awarded by West Yorkshire Combined Authority - one of the first franchise awards under the Bus Services Act 2017. We also advise **Cambridgeshire & Peterborough Combined Authority** on the future of bus service provision, including a strategic review of delivery models, bus network planning and compliance with the Subsidy Control Act 2022. Separately, we advised on **FirstGroup**'s joint venture with Hitachi for the deployment of up to 1,000 electric buses, supported by £150m in financing.

Electric and Autonomous Vehicles: We advised **Transport for London and Places for London** on procurement and subsidy control for structuring concessionary leasehold arrangements for the delivery of EV charging hubs across London. We also advised **Rock Road** on its c.£100m EV bus funding platform, financing over 250 electric buses in London. We are advising a **UK government entity** on a regulatory roadmap for Connected Autonomous Vehicle adoption in off-highway locations such as ports and airports.

Ports: advised the **UK Ministry of Defence** on the c.£500m redevelopment of Royal Devonport Dockyard, supporting mission readiness for the UK's nuclear submarine fleet. We advised the **Greater London Authority** on the c.£1bn Albert Island sustainable regeneration, including a commercial vessel boatyard and marina, and **Isle of Anglesey Council** on the Energy Island programme, including the tidal energy demonstration zone public inquiry, planning applications, waterfront and marina regeneration, and regulatory setup and operation of the Anglesey Freeport.

Aviation: advising the **Secretary of State for Transport** on Development Consent Order decisions for the expansion of Gatwick and Luton Airports; supporting **Alfanar Energy** on the Lighthouse Green Fuels project in Teesside, one of Europe's largest sustainable aviation fuel projects; advising the **Civil Aviation Authority** on the finances and corporate structures of ATOL licence holders; representing **Ryanair** in a Commercial Court claim against NATS from the August 2023 air traffic control outage; and on evolving UK and EU aviation regulation.

Roads and Infrastructure: advised **National Highways** on the Severn River Crossings end-of-concession - managing PPP contract completion, infrastructure handback, stakeholder engagement with DfT and third-party claims. We advised **Transport for Wales** on the Core Valley Lines transformation, including electrification schemes, a new c.£100m+ depot at Taff's Well, new transport interchanges and the procurement of maintenance services for track, signalling and overhead line equipment. We advise **Translink** on the Weavers Cross regeneration in Belfast - a first-of-its-kind transport-led scheme involving procurement of a master developer and the release of surplus operational railway land.

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Specialisms

Burges Salmon is a full-service law firm with over 30 years' experience advising public sector clients, from large strategic projects to day-to-day operational needs

Artificial Intelligence and Machine Learning Law

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

Artificial intelligence and machine learning create significant opportunities for public sector bodies and businesses, but they also give rise to novel legal, regulatory, and operational risks that must be managed carefully as the technology and its use cases evolve.

Our multidisciplinary Technology team combines strong technical understanding with practical insight into how organisations procure, design, develop, deploy, govern, and use AI, enabling us to provide commercially relevant and pragmatic advice across the full AI lifecycle.

Our expertise includes:

- Advising on AI regulation, compliance requirements, and engagement with regulators and governmental authorities
- Supporting the safe development, deployment, use, protection, and exploitation of AI, technology, and data
- Designing and implementing AI governance frameworks, including legal requirement mapping, policy drafting, training, and procurement checklists
- Advising on commercial collaborations, strategic partnerships, investment decisions, and growth transactions involving AI-enabled products and services
- Helping clients manage regulatory and operational risk, protect intellectual property, address data privacy issues, and meet cyber security requirements in connection with AI
- Supporting clients with potential and actual litigation concerning the procurement, development, and use of AI, or with those in the AI industry.

Case studies

Central government body

Advising on use of AI tools by its suppliers, including: (1) reviewing and updating two of its existing supply contracts to accommodate changes necessary to facilitate the use of AI (2) advising on the key risks associated with the use of AI from both a legal and commercial perspective (3) reviewing the ways in which the organisation can realise and leverage the benefits of AI use by its suppliers.

Regulated organisations

Assisting with contractual negotiation and drafting practical contracting guidance appropriate for various regulated sectors.

Public sector bodies

Supporting in public procurement disputes and judicial reviews regarding the procurement or use of AI, including consideration of how novel technologies and uses apply to existing legal frameworks.

IT Services Provider

Advising on the disputed procurement regarding a proposed world-leading meteorological supercomputer.

Mapping and data organisation

Advising on updates to licencing terms due to users' potential use of their data in AI systems and use cases.

Cambridge University Hospitals NHS Foundation Trust

Advising on the procurement and rollout of one of the first AI ambient voice technology products to be tested in acute care in the UK, including advice on procurement, AI medical device regulation, and wider deployment contracts.

Assimilated Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our assimilated law team advises on advisory, non-contentious and contentious competition, State aid/subsidy control, procurement and economic regulation matters before the UK, EU and international authorities and courts.

We provide pragmatic, commercially focused advice to help public sector clients manage risk and achieve their objectives, drawing on experience of working for and against the EU, including its competition and regulatory authorities, and advising on disputes before the UK and EU courts and tribunals.

Our expertise includes:

- advising on the application of EU Treaties and law, including the TCA, to commercial agreements, joint ventures, strategic alliances, business strategies and conduct.
- defending clients in cartel, abuse of dominance and other competition investigations.
- advising clients operating in regulated sectors on EU competition and economic regulatory matters, including licence conditions and price reviews.
- assisting in obtaining merger and joint venture clearance across the EU and in the UK.
- representing clients in disputes before the UK and EU courts and tribunals, including appeals against regulators' decisions, judicial review proceedings, follow on damages actions and commercial disputes.
- advising on compliance with EU State aid rules, the TCA and other aspects of retained EU law, including public procurement, environmental, transport and other regulation.
- handling complaints to, and proceedings by the European Commission.

Case studies

Multinational rail services provider

Providing representation on the application of EU Treaties, regulatory systems and international/cross-border EU agreements regarding the use of the Channel Tunnel as well as the application of EU Directives. We have also been involved in advising the client on engagement with the European Commission regarding potential Commission investigations.

Transport for Wales

Advising in relation to the merger control and procurement aspects of the Wales and Borders rail franchise. The project required the transfer or facilitation of powers to Welsh Ministers and TfW's solution had to utilise the benefits of a vertically-integrated rail system while ensuring ongoing compliance with EU Directives and UK competition law.

Advent International

Advising in relation to its proposed acquisition of Cobham plc for £4bn. This transaction was notified to the European Commission. The Secretary of State issued a European Intervention Notice. We are advising in relation to the public interest aspects of the transaction.

UK Research and Innovation

Advising on various issues including the implementation of the government's Brexit research guarantee and the establishment of UK grant funding agreements to replace the EU Horizon 2020 scheme.

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Aviation and Airports

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

We advise government departments, regulators, airports, airlines and other aviation stakeholders on all aspects of aviation regulatory law. Our experience spans domestic and international aviation law, airport operations, airspace management and the wider regulatory framework governing the aviation sector, including matters arising under the Civil Aviation Acts, Air Navigation Order, Aviation Security Act and related aviation legislation.

We combine specialist sector knowledge with expertise in public law, planning, environmental regulation, investigations, disputes and major infrastructure projects, helping clients navigate complex regulatory, operational and policy issues.

Our expertise includes:

- Aviation regulatory and enforcement matters, including consumer protection, economic regulation, licensing and regulatory investigations.
- Airport operations including safety, security, airport charges, slots, operational resilience and passenger rights.
- Airspace management and air navigation services.
- Airport planning, development and expansion projects, including Development Consent Orders.
- Public law, judicial review and contentious regulatory matters.
- Sustainable aviation and decarbonisation initiatives, including sustainable aviation fuel (SAF) projects.
- Commercial and regulatory disputes involving airlines, airports and air navigation service providers.

Case studies

Secretary of State for Transport

Advising the Secretary of State's consenting team on legal issues arising from Development Consent Order decisions for the expansion of Gatwick and Luton Airports.

Ryanair

Representing Ryanair in its Commercial Court claim against NATS arising from the August 2023 air traffic control outage, raising issues concerning airspace management and operational resilience.

Civil Aviation Authority

Advising on the finances and corporate structures of ATOL licence holders and supporting regulatory oversight to protect consumers.

European airline

Providing strategic advice to a leading European airline on passenger rights, consumer protection and evolving UK and EU aviation regulation.

Alfanar Energy

Advising on the Lighthouse Green Fuels project in Teesside, one of Europe's largest SAF projects, including planning, environmental, real estate and regulatory matters.

Bristol Airport

Successfully defending Bristol Airport in injunction proceedings involving airport access and regulatory issues.

UK Ministry of Defence

Advising on major procurements, including the Global Combat Air Programme and the UK Military Flying Training System PFI project.

Charities

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

Our specialised charity lawyers are experienced in dealing with a variety of different charitable entities, including trusts, CIOs, charitable companies and unincorporated associations. We regularly advise non-departmental public bodies incorporated under Royal Charter. We collaborate with overseas lawyers where required, either with preferred firms that we already know and work with, or firms that you would prefer to use.

We are committed to providing clients with the best mix of advice, service and value by offering a combination of legal and commercial expertise with a deep understanding of the charity sector to deliver strategic and pragmatic advice.

Our expertise includes:

- Advising on the appropriate choice of charitable entity and group structure
- The creation of new charitable vehicles and registration with the Charity Commission and HMRC
- Restructuring and mergers
- Drafting or reviewing governing documentation including trust deeds and articles of association
- Managing conflicts of interest
- Advising on the establishment of and advice in relation to trading subsidiaries
- Advising on exempt charity status and the role of a principal regulator
- Advising complex organisations that work internationally and coordinating local tax advice in overseas jurisdictions
- Advising on fundraising and commercial participator requirements
- Advising on the charity law implications of disposing of land.

Case studies

Large international charity

Advising on the tax implications of conducting primary purpose trade in six jurisdictions. The first phase of work involved advising on the charity and tax implications of becoming an exempt charity.

The second phase involved coordinating local tax advice in each jurisdiction and preparing a consolidated report with our conclusions. Following the report, our charity team provided follow up advice on the process for becoming an exempt charity, the role of a principal regulator and cross-border considerations.

Charity

Advising an exempt charity and non-departmental public body on the tax treatment of intra group loans with its trading subsidiary and providing practical guidance to the charity trustees regarding their powers and duties under charity law when making loans.

Various universities

Advising on proposals including the construction of a new research facility and a green energy project with a local authority. This involved providing advice in relation to tax, procurement and charity law.

Various museums

Advising on the transfer of collections to other institutions, including tax, charity and trust and contract law considerations.

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Children and Vulnerable Adults

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

We have extensive experience of children's services statutory intervention projects, acting for both the Department for Education and local authorities.

Over the last eight years we have supported the DfE on interventions in Doncaster, Slough, Sandwell and Northamptonshire, and acted for Sunderland, Reading and Birmingham on the local authority side.

On these projects we provide the full range of legal support to both the commissioning body and the new companies or trusts established to improve services.

Our expertise includes:

- Children's social care statutory intervention projects for central and local government, including establishing and advising the new delivery entities
- Alternative delivery models including joint ventures, Teckal companies, outsourcing and PPP arrangements, with experience of restructuring existing models such as Achieving for Children
- Procurement, corporate, TUPE and pensions advice in connection with children's services transformation projects
- Public law advice on the powers, governance and regulatory frameworks underpinning intervention and reform

Case studies

Department for Education

Advising on complex Statutory Intervention projects in **Doncaster**, **Slough**, **Sandwell** and **Northamptonshire**.

Department for Education

Advising on a suite of precedent contractual documents, with corresponding guidance notes, for use in different Children's Services Alternative Delivery Model structures.

Various councils

Advising Sunderland City Council, Reading Borough Council and Birmingham City Council (and their respective Children's Services companies) on their major Children's Services transformation projects.

Birmingham City Council and Birmingham Children's Trust

Advising on the competitive procurement of Regional Adoption Agency services.

Achieving for Children

Advising on various contractual and commercial matters, including the joining of Windsor and Maidenhead into its joint "Teckal" company structure and the consequential Service Delivery Contract arrangements between the company and the local authority.

Commercial Litigation and Dispute Resolution

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

We have considerable experience handling complex commercial and procurement disputes for government departments and agencies including the FCDO, Ministry of Justice, DHSC, Financial Services Compensation Scheme and the Home Office.

We understand the nuances of managing litigation in the public sector, including reputational sensitivity, stakeholder briefings, policy imperatives and pressure on the public purse, and are familiar with ministerial briefings and risk-based analysis using the Attorney General's risk matrix.

Senior team members hold DV or SC security clearance.

Our expertise includes:

- Structuring and project-managing complex, mission-critical disputes for government and public bodies, including large-scale electronic disclosure exercises
- Public procurement disputes, including High Court challenges, pre-action resolution and loss of confidentiality in bidding processes
- Contract performance disputes including contractor exit, remedial action, step-in rights and service continuity
- Alternative dispute resolution including mediation, adjudication, arbitration and specialist tribunals

Case studies

Department of Health and Social Care

advising on a portfolio of recovery claims against PPE suppliers relating to alleged defective equipment, working alongside GLD and the departmental commercial team.

Ministry of Justice

advising alongside GLD on a major public procurement challenge for an HM Courts and Tribunals Service contract in the High Court.

Government department

acting on breach and exit from IT services and migration contracts for a high-profile national infrastructure service.

Government department

Acting on inadequate contractor performance and safety concerns immediately after procurement mobilisation, using contractual levers including remedial advisors and step-in to restore service delivery without disruption.

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Competition Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4, Lot 5

Our team provides expert competition law advice and representation before competition and regulatory authorities, as well as UK and EU courts. We have expertise across a range of sectors and provide pragmatic, solutions-focussed competition law advice. We also advise on state aid/subsidy control law and funding arrangements and on National Security and Investment Act matters.

Our expertise includes:

- Defending clients subject to cartel, abuse of dominance and other competition investigations
- Advising clients during dawn raids
- Advising and defending clients operating in regulated sectors (including regulators themselves)
- Assisting clients in obtaining clearance for mergers and joint ventures including complex “Phase II” reviews
- Representing clients involved in competition litigation and disputes, including appeals against regulators’ decisions, judicial review proceedings, follow-on damages actions and commercial disputes
- Assisting clients throughout market studies including the design and implementation of remedies
- Advising clients on the application of competition law to commercial dealings
- Devising compliance policies and programmes, audits and training.

Case studies

Department for Transport

Advising the Office for Zero Emission Vehicles on the competition law and subsidy control aspects of the £950m Rapid Charging Fund, including in relation to a CMA market study into electric vehicle charging, a CMA investigation into potentially anti-competitive exclusive agreements at motorway service areas, and competition provisions in the Future Transport Bill.

Welsh Ministers and Transport for Wales

Advising on on merger control, State aid and procurement issues associated with the letting of the Wales & Borders passenger rail franchise and innovative combination of infrastructure manager roles.

Co-operative Group

successfully appealing at the Competition Appeal Tribunal an OFT decision imposing a £14.2m fine for alleged anti-competitive practices in the tobacco sector, and subsequently acting for its subsidiary Somerfield in appeal and judicial review proceedings to recover a separate fine.

Construction Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4

Our specialist construction and engineering lawyers advise on the procurement, funding and delivery of complex infrastructure, construction, engineering and facilities management projects, as well as the resolution of disputes under all forms of construction and engineering contract.

We work across energy (including nuclear and renewables), transport, defence, health and social care, education and real estate, for both public and private sector clients. Our team includes dual-qualified lawyers including chartered surveyors.

Our expertise includes:

- Procurement and delivery of construction works and complex FM contracts, including NEC3, NEC4, JCT, CCS FM1/FM2 and bespoke forms of contract
- PPP, PFI and project finance structures for construction and infrastructure investment
- Construction dispute resolution including adjudication, arbitration, litigation, expert determination and mediation
- Security documents, professional appointments, health and safety, and regulated procurement

Case studies

Department for Environment, Food and Rural Affairs

Advising on the regulated procurement and bespoke NEC4 FM contract for the c.£770m WPFM24 programme delivering FM services across assets of national importance, including structuring the procurement and contracting model and supporting governance and approvals.

Defence Infrastructure Organisation

Advising on the procurement of the Future Defence Infrastructure Services programme for hard Total FM across the Built Estate, and on various capital works projects using NEC4 forms.

UK Industrial Fusion Solutions (UKAEA)

Advising on procurement of key delivery partners for the first-of-a-kind fusion demonstration powerplant, including a bespoke multi-party collaboration agreement with NEC4-based package order conditions.

Welsh Ministers and Transport for Wales

Advising on the £738m transformation of the Core Valley Lines as part of the South Wales Metro scheme, including development and negotiation of a bespoke NEC3-based contract across over 300 construction sites.

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Contracts

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4

We advise public sector bodies on all types of commercial contracts, from complex multi-party transactions in highly regulated sectors to straightforward supplies of goods and services.

Our experience covers all aspects of contract and commercial law including procurement, drafting, negotiation and risk allocation, and we focus on delivering practical solutions that meet your objectives around value for money, performance standards, project controls and regulatory compliance.

Our expertise includes:

- Complex contracting structures including alternative delivery models, joint ventures, alliancing, concession contracts and outsourcing arrangements
- Procurement, pricing, payment and incentivisation mechanisms, and supply of goods and services
- Contract and portfolio management, including termination, exit and transition between suppliers, novation, assignment and change in control
- Data protection, confidentiality, IP, guarantees, indemnities and standard terms and conditions

Case studies

UK Ministry of Defence

Advising on the Dreadnought nuclear submarine programme including contracting strategy, design and build contracts and the alliance agreement, as well as the naval nuclear propulsion programme and the UK's first submarine disposal capability.

Foreign, Commonwealth and Development Office

Advising on a new framework agreement for the delivery of confidential translation and interpretation services to UK government departments, EU institutions and other organisations.

Birmingham City Council

Advising on the impact of COVID-19 on the delivery of construction and engineering projects for the Birmingham 2022 Commonwealth Games, with a focus on non-performance of contracts for the supply of goods and services including force majeure events and frustration.

Department for Environment, Food and Rural Affairs

Advising in relation to its urgent procurement of food boxes for delivery to up to 1.5 million clinically vulnerable individuals during the COVID-19 pandemic, described by the Communities Secretary, Rt. Hon. Robert Jenrick MP as “an unprecedented package of support”.

Corporate Finance

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

Our experience covers a range of services from finance facilities provided by banks, debt funds and family offices, to more bespoke asset and asset backed finance.

We have extensive experience advising both lenders and borrowers, and work with many of the leading names in lending markets, including on green loans and sustainability linked loans.

We also advise a range of clients, including corporates, investment funds, pension fund trustees and financial institutions, across a broad spectrum of hedging and derivatives matters.

Our expertise includes:

- Sovereign entities (including sovereign debt founds) as lenders and borrowers in relation to a variety of asset classes.
- Syndicated/club/bilateral facilities
- Facility-linked hedging, ISDA documentation, bespoke OTC derivatives contracts and repo agreements as well as regulatory advice, including EMIR.
- Private placements
- ESG/green loan principles
- Receivables and asset-based finance
- Precedent facility documentation
- Aviation finance
- Equipment and vehicle finance and bespoke asset finance
- Acting for security/collateral agents on syndicated and cross-border transactions including on sovereign finance

Case studies

Foreign, Commonwealth and Development Office

Acting for the Foreign, Commonwealth and Development Office as lender on the amendment, increase and extension of their £145m revolving credit facility provided to the British Council as working capital RCF.

Mobico Group

Advising Mobico Group on a range of financing transactions, and on its £600m revolving credit facility.

British Business Bank

Acting for the BBB on its ENABLE finance guarantee programme, which enables additional commercial lending to UK SMEs.

University of Oxford

Advising the University of Oxford as borrower on its revolving credit facilities.

Sovereign Wealth Fund

Acting for a sovereign wealth fund on two concurrent refinancings of its UK hotel portfolio with a combined value of £546m.

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Corporate Law

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

Our corporate lawyers combine legal expertise with industry insight to give tailored solutions to our clients, whatever their sector. We have a proven track record in corporate law matters, acting for a wide range of clients, from central government departments, multi-national corporates and financial institutions to early stage businesses, partnerships, co-operative societies, and high net worth individuals and investors.

We have extensive experience of advising public sector entities on company law and corporate governance matters, including incorporation of new entities, company secretarial and directors' duties matters. This includes providing training and providing written advice. Our corporate law team also advises private sector businesses and listed companies on strategic matters as well as day-to-day company law and regulatory issues.

Our expertise includes:

- Company law
- Entity selection and formation of government companies and venture capital advice
- Company secretarial services
- Operating and partnership agreements
- Equity Capital Markets
- Corporate governance matters including advice on directors' duties
- Restructuring of ownership and complex / innovative legal structures.

Case studies

National Wealth Fund

Advising the National Wealth Fund on the development of a new investment product targeting an emerging market, including the negotiation and drafting of bespoke contractual terms and innovative share rights arrangements.

HM Revenue and Customs

Advising HM Revenue & Customs on a range of company law and corporate governance matters relating to a subsidiary company, including directors' duties, conflicts of interest, governance procedures and risk mitigation.

UK Ministry of Defence

Advising on the proposed Future Combat Air System joint venture, including entity structuring, governance considerations and the coordination of advice across multiple jurisdictions.

Innovate UK

Advising Innovate UK, as part of UK Research and Innovation, on its Innovation Loans scheme, including the establishment of Innovate UK Loans Limited as a wholly owned subsidiary and the associated corporate arrangements.

Department for Environment, Food Rural Affairs

Advising on the establishment of the Office for Environmental Protection, including asset transfer arrangements, grant-in-aid requirements and transitional service arrangements to support the organisation's move to operational independence.

Court of Protection

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

Our Court of Protection team advises on all of the themes within this area, supporting deputies, attorneys and public bodies on the issues that arise with individual's capacity.

We act with sensitivity, seeking proportionate, defensible solutions that balance public sector needs with yet respect the individual concerned.

We work closely with clients in this area to provide support and help make this area navigable, explaining the law plainly, preparing applications carefully, engaging constructively with families and partner agencies, and advocating for outcomes that are practical, compassionate and legally robust.

Our expertise includes:

- Advising local authorities on safeguarding responsibilities
- Advising on issues regarding powers of attorney
- Advising on Mental Capacity Act 2005 and capacity issues intersecting with property, housing, and tenancy matters.

Case studies

Local authority

Advising a local authority of the recover of possession with a non-capacitous occupier being exploited by a family member.

Public institution

Acting for a public institution in dealing with a defaulting tenant in long-term care.

Public Sector body

Advising a public sector body on its dealing with a third party where there are concerns about capacity and the involvement of his family in decision-making.

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Credit Insurance and Related Products

Lot 2

Our insurance team has a focus in policyholder work, with extensive historic experience of insurer-side matters, such that the team has an in-depth understanding of the concerns, commercial drivers and attitudes of insurers. As such, we are able to take a holistic approach to matters.

The team are comfortable working across a range of different sectors and have in depth understanding of those sectors. As a firm, we are known for our firm-wide expertise in construction, transport and infrastructure, energy, rail and financial sectors – the insurance team enjoys strong practices and expertise in these areas. We are confident taking instructions which assume in depth sector knowledge.

Our expertise includes:

- Drafting and advising on credit insurance policies;
- Advising clients on innovative alternative risk transfer mechanisms, such as the use of captive insurance and parametric insurance products;
- Counter-indemnities given in the context of Guarantees, Letters of Credit and similar surety arrangements.

This experience sits alongside the team's wider expertise advising policyholder clients on a full range of issues and disputes relating to a variety of insurance products, including professional indemnity, business interruption and D&O.

Case studies

Confidential client

Advising a cooperative on the drafting of a bespoke trade credit insurance policy relating to trading of grain. The policy formed a key part of the trading structure used by those within the cooperative to sell products in the market.

House builder

Advice given to a housebuilder clients involved in the development of a large scale residential housing project, concerning the establishment of a captive insurance company for the Deposit Unlocked scheme. The purpose of the captive was to provide mortgage default insurance (i.e. credit insurance) to mortgage lenders who would provide finance to purchasers of new build homes. The aim of the scheme was to allow mortgage companies to continue providing 95% mortgages after the Government help to buy scheme was ended.

Energy investor

Advice on the negotiation of a parametric insurance product for a client owning a number of solar assets. The policy was designed as an alternative to power CfDs as a means of hedging electricity price risk. The policy operates on the basis that the insurer will pay out if the price of electricity moves outside of the prescribed parameters during a set period of time.

Criminal Law

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

We provide comprehensive legal support on corporate crime, regulatory investigations and public inquiries, advising corporates, government agencies and high-net-worth individuals on complex and business-critical matters in the UK and internationally.

Our team supports clients through investigations, enforcement action, crisis management, remediation and compliance, protecting their interests and resolving matters effectively and efficiently.

Our expertise includes:

- Advising and representing organisations and employees in regulatory and criminal investigations, including dawn raids, search warrants, production orders, compulsory questioning, interviews under caution and internal investigations.
- Prosecutions and investigations arising from health and safety, corporate manslaughter and environmental breaches, including engagement with the HSE, EA, ORR, ONR, MCA and other regulators.
- Fraud, bribery, corruption, sanctions, money laundering, tax evasion and other financial crime, including investigations by the SFO, FCA, HMRC, CMA, Insolvency Service and police.
- Civil recovery, account freezing, forfeiture and enforcement under POCA, including asset tracing and recovery linked to corruption, sanctions breaches and complex money laundering schemes.
- Public inquiries, inquests and crisis response following major incidents, including support on evidence preservation, witness preparation, disclosure and communications with authorities and stakeholders.

Case studies

Core participant in the Grenfell Tower Inquiry

Responding to the largest ever Metropolitan Police Service investigation into allegations of corporate manslaughter and health and safety breaches arising out of the Grenfell Tower fire.

Water and sewerage company

Responding to the largest ever criminal investigation by the Environment Agency into widescale water pollution, with a parallel Ofwat investigation into misreporting of performance data and the avoidance of around £100m in penalties.

Global chemical manufacturer

Advising on an internal investigation and engagement with HM Revenue & Customs and UK Border Force concerning breaches of Russian sanctions, negotiating a financial settlement in lieu of prosecution.

Financial services group

Responding to investigations by the UK authorities, the Danish Serious Fraud Office and the German Public Prosecutor's Office concerning 'Cum-Ex' fraud and money laundering, involving the loss to the Danish tax authority of €1.7bn.

Law enforcement agency

Issuing a civil recovery claim (over £50m) under POCA relating to assets linked to the 'Azerbaijani Laundromat', held by a Politically Exposed Person.

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Debt Capital Markets

Lot 2

We can provide specialist legal advice to public sector bodies on all aspects of derivatives and structured products, ensuring robust risk management and compliance with regulatory requirements.

Our derivatives and structured products practice forms part of our wider Banking and Finance team, a partner-led practice (operating from offices in Bristol, London and Edinburgh) with a national reputation for high value and complex work.

Our expertise includes:

- Bond issuances
- Commercial paper programmes

Case studies

Northern Gas Networks

Advising Northern Gas Networks on a bond issuance to fund construction works to ready a gas network for hydrogen.

Atlantic Green

Acted for Atlantic Green in securing a £152m financing package, including the hedging arrangements, for the construction of the 624MWh Cellarhead battery energy storage system (BESS).

Aura Power

Advised renewable energy developer Aura Power as borrower on a c. £44m project financing debt facility, including the hedging arrangements, made available by Coöperatieve Rabobank U.A, a Dutch multinational sustainable cooperative bank.

Debt Recovery

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

We advise on all aspects of debt recovery, including commercial lending and debt recovery, and related litigation. We support clients on both the advisory and contentious aspects of recovery work, assisting with strategic decisions on routes to recovery and associated litigation risk.

Our expertise includes:

- Advising on different debt recovery routes including via correspondence, ADR, statutory demands and disputed debt claims
- Use of enquiry agents and other methods to inform debt collection strategy
- Litigating simple and volume debt recovery claims to secure payment on platforms such as Production Centre and Damages Claims Portal
- Advising on and litigating complex, high value and disputed debt collection claims in the higher Courts
- Advising on contentious insolvency matters including bankruptcy, winding up, set aside applications and injunctive relief against winding up proceedings
- Assisting with negotiated solutions including via mediation and other forms of ADR
- Advising on and conducting the range of enforcement options such as charging orders, attachment of earnings, control orders and collection by bailiffs and enforcement officers
- Advising on cross-border enforcement including enforcement of foreign judgments in England

Case studies

Clearing banks

Leading on several portfolios of commercial debt claims for two major clearing banks, including advice on recovery options and strategy, negotiated solutions (including mediation) and payment plans, insolvency proceedings and active litigation on disputed debt claims.

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Defence and Security Law

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

We advise on all aspects of defence and security law, including defence law, national security law, defence and security contracts, and defence procurement.

Our defence and security practice works across maritime, air, land, communications and cyber and national security, advising government and private sector organisations on complex and strategically important matters.

These include UK government defence contracts, defence procurement law, defence infrastructure, defence mergers and acquisitions, and defence regulatory matters. We also act internationally for other defence ministries and private sector suppliers.

Our expertise includes:

- Advising on Single Source Contract Regulations, including Qualifying Defence Contracts and Qualifying Sub-Contracts, pricing and incentivisation, contract amendments, reporting, transparency, referrals to the Single Source Regulations Office, and international issues.
- Supporting major defence infrastructure and capability programmes, including infrastructure development, long-term service arrangements, and complex procurement projects.
- Advising on international collaborations, cybersecurity, technology, intellectual property, export control, subsidy control, competition, disputes, joint ventures, tax, and environmental issues in the defence sector.

Case studies

UK Ministry of Defence

Advising on major naval capability programmes, including Nuclear Submarine Programmes, the Type 31 Frigate Programme, the Type 45 Power Improvement Programme, and the Astute Class Training Service.

UK Ministry of Defence

Advising on major air capability and infrastructure programmes, including the National Tempest fighter jet programme, the International Global Combat Air Programme, F-35 maintenance and support, helicopter services in the Falkland Islands, the coexistence of windfarms and Air Defence detection capability, and munitions stores at RAF Lakenheath.

UK Ministry of Defence

Advising on major land capability and training programmes, including the Collective Training Transformation Programme, Tactical Communications Logistics Serviced, and the Next Generation Munitions Solution.

UK Ministry of Defence

Advising on major satellite and communications capability programmes, including the Skynet 5 satellite PFI project, the launch of Skynet 5C and Skynet 5D satellites, the competition to appoint the Skynet services contractor, the procurement of Skynet 6A and Skynet Enduring Capability satellites, next generation terminals and modems, and deployable LAN under the TRINITY project.

Dispute Resolution and Litigation Law

Lot 1a, Lot 1b, Lot 1c, Lot 3, Lot 5

We have considerable experience handling complex disputes for government departments and agencies including the FCDO, Ministry of Justice, DHSC, FSCS, Equality and Human Rights Commission and the Home Office, covering commercial contract disputes, public law challenges, private law civil litigation and rail and transport industry disputes.

We act across all forums including the High Court, arbitration, specialist tribunals and rail industry panels (including ORR, CAHA, RIDR and ADRR).

We understand the nuances of managing litigation in the public sector, including reputational sensitivity, stakeholder briefings, policy imperatives and pressure on the public purse, and are familiar with risk-based analysis using the Attorney General's risk matrix. Senior team members hold DV or SC security clearance.

Our expertise includes:

- Commercial contract disputes including procurement challenges, contract performance, contractor exit, step-in rights and service continuity.
- Judicial review defence, statutory appeals and claims brought by public interest organisations.
- Private law civil litigation including enforcement of IPRs, tort claims, HRA and GDPR damages claims and non-contractual cost recovery.
- Alternative dispute resolution including mediation, adjudication, arbitration, specialist tribunals and any new venues for litigation.
- Rail and transport industry disputes including franchising challenges, access and capacity disputes, rolling stock performance, compensation claims and charging disputes before ORR and industry panels.

Case studies

Department of Health and Social Care

Advising on a portfolio of recovery claims against PPE suppliers relating to alleged defective equipment, working alongside GLD and the departmental commercial team.

Cabinet Office / Department of Health and Social Care

Defending five judicial reviews of procurement policy decisions, including the award of PPE contracts to a major international supplier and 'Moonshot' mass testing policy, working alongside Government Legal Department commercial teams.

Government department

Defending a government department from allegations of loss of confidentiality in business secrets and proprietorial documentation and consequent impact on a key (cross-government) contractor, involving threatened injunction and damages claims.

Industry high court claims

Acting for a number of operators including Great Western and Eurostar on high court and Judicial Review claims relating to compensation, procurement compliance and access charging.

Non-departmental public body

Successfully defending against compensation claims worth over £220m under Section 283 of the Proceeds of Crime Act, managing the review of around 700,000 documents on behalf of government departments.

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Education Law

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

We act for schools, HEIs, FE colleges, private sector providers, Ofsted, Office for Students, as well as the Department for Education and local authorities.

We have built a reputation for taking on complex and high profile projects. Through our collaborative approach, we draw on experience and expertise from across the firm to build a team tailored to our clients' needs. We provide straightforward, to-the-point advice, guiding our clients through complex legal matters.

Our work for both public and private sector clients gives us an understanding of the issues involved in delivering transformational projects in the sector, from both sides of the table.

Our expertise includes:

- PPP and joint venture projects
- Outsourcing
- Business transformation projects
- Alternative Delivery Models
- PFI/PF2 projects
- Student accommodation projects
- Employment disputes and tribunals
- Employment law advice (including TUPE) and training
- Commercial and contractual matters
- Pension schemes
- Academic restructuring programmes
- Mergers and acquisitions
- Private equity.

Case studies

Higher Education

Advising **Babcock Training Limited** on the contractual arrangements necessary to enter into a partnership with the Metropolitan Police Service as lead provider of the delivery of new recruit training and assessment through two new Level 6 qualifications (a three year degree level apprenticeship and a two year diploma in policing for those who already hold a degree).

This eight year contract was awarded to Babcock following a regulated procurement process. Babcock worked with a consortium of four London based universities as part of its bid, **Anglia Ruskin University**, **Brunel University**, **University of East London** and **University of West London** (the HEIs) and the qualifications will be delivered by Babcock and the HEIs working in collaboration on different aspects.

Schools

Significant experience advising on the restructuring and delivery of education support services to schools. We act for local authorities, the **Department for Education**, private sector providers and local authority "spin outs" on the procurement and delivery of statutory and traded services to schools across the UK.

Employment HR

Providing a wide range of employment advice to the HR and legal teams of the Office for Students, Ofsted and the University of Bristol.

Emerging Policy and Legal Risk Advisory

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

We advise public sector clients on the implementation of new, often high profile, policy and the management of legal risk in areas where established answers and approaches do not yet exist.

Our team regularly supports government departments and wider public sector bodies on policy development, governance, and implementation, bringing familiarity with government decision making, risk-based advice, and the legal and commercial issues that arise when policy is being translated into workable delivery models.

We help clients assess challenge risk, test routes to market, and develop legally robust and operationally effective solutions in fast-moving or novel areas.

Our expertise includes:

- Advising on the development and implementation of new policy proposals
- Providing risk-based strategic legal advice to support government decision making, including advice designed to inform governance processes and ministerial briefings.
- Assessing legal, commercial, and public law risks associated with novel implementation options, including challenge risk under procurement, subsidy, competition, and judicial review principles.
- Supporting the design of routes to market, contractual structures, and delivery models for first-of-their-kind or politically significant projects.
- Advising on legislative development, delegated powers, secondary legislation, and the legal steps required to implement emerging policy in practice.

Case studies

DESNZ – advising on implementation and policy proposals for Heat Network Zones, including testing possible routes to market, assessing challenge and subsidy control risks, and supporting decisions.

DfE – advising over a number of years on the development and implementation of statutory intervention policy for children's services, including first-of-its-kind transformation models and a suite of precedents.

CCAV / Innovate UK / Zenzic / Law Commissions / BSI – advising on the current law, policy and legislative reform for automated vehicles, including trial, standards, liability.

Welsh Ministers and Transport for Wales – advising on the staged development and implementation of transport policy and legal structures, including powers, agreements, and governance arrangements for delivery of rail services in Wales and cross-border operations.

DHC/UKHSA/BEIS during COVID-19 – working alongside client and GLD teams on fast-moving policy implementation relating to vaccine rollout, testing, PPE, and direct awards, including risk assessment, governance support, and procurement and contracting approaches.

EHRC – advising and acting for the Commission on high profile challenges to published guidance to service providers following Supreme Court clarification on definition of 'woman' and 'man' under the Equality Act.

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Employment Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

We provide contentious and non-contentious employment law advice to public sector bodies, FTSE 100 and 250 companies, smaller businesses, and not-for-profit organisations. We advise on day-to-day HR casework as well as high-profile and business-critical projects, developing solutions that achieve commercial objectives within statutory requirements and relevant public sector policies and guidance. Our broad experience means there is little we have not seen before, and we actively help clients plan for and navigate legal developments.

Our expertise includes:

- strategic employment law advice on TUPE, statutory transfer schemes, COSOP, restructuring, redundancy, outsourcing, and changes to terms, shaped by legal developments, market insight, and practical experience.
- advising on C-suite and senior appointments and exits, including Managing Public Money and special severance payments, exit structuring, and drafting business cases for approval.
- advising on grievances, disciplinaries, workplace disputes, related DSARs, settlement agreements, and exits, as well as running Employment Tribunal and High Court claims cost-effectively and to a high standard.
- conducting workplace investigations and advising on regulatory compliance, whistleblowing, sexual harassment, discrimination, and ESG reporting and compliance.
- supporting industrial relations matters, including trade union relationships and disputes, annual pay bargaining, and contingency planning for industrial action.

Case studies

Foreign, Commonwealth and Development Office, Government Property Agency, Department for Environment, Food and Rural Affairs, and Department for Transport

Advising on major facilities management procurements and outsourcings across their estates, including tender documentation, contract negotiation, TUPE, and industrial action issues within the supply chain.

Office for Students

Advising on a full range of HR and employment matters, including grievances and disciplinaries, tribunal proceedings, employment and secondment documentation, and TUPE and transfer scheme issues arising in wider public sector restructures.

Department for Education

Advising on the employment aspects of children's services trusts and local authority service provision, including large-scale TUPE transfers, trade union consultation, secondment arrangements, services contracts, and related public law issues.

Public body

Advising on a major industrial relations project concerning its annual pay award and proposed changes to its pay framework, including trade union consultation and negotiation issues, section 145B TULRCA risks, and workforce communications.

Employment Litigation and Dispute Resolution

Lot 3

We advise on contentious employment law matters and related advocacy, helping employers manage disputes strategically and robustly from the earliest grievance stage through to tribunal and appellate proceedings.

Our team handles complex employee complaints and formal disputes in a way that aligns with each client's business, values, and risk appetite, with experience across whistleblowing, discrimination, National Minimum Wage litigation, collective disputes, TUPE-related claims, and strike-related injunctions.

Our expertise includes:

- Advising on individual and collective grievances and employee complaints, including issues raised by groups of employees.
- Defending employment claims in the Employment Tribunal and appellate courts, including unfair dismissal, whistleblowing, discrimination, and National Minimum Wage litigation.
- Advising on collective disputes, including claims arising from TUPE transfers, collective consultation complaints, redundancies, and industrial relations issues.
- Representing employers in High Court litigation, including restrictive covenant enforcement and injunctions to prevent strike action.
- Managing related reputational and data issues, including coordination with PR advisers and handling DSARs arising alongside grievances or tribunal claims.
- Advising on mediations and negotiating settlements, ensuring acceptable terms and tightly drafted documentation.

Case studies

Education establishment

Defended high profile multi-day employment tribunal claim regarding protected belief discrimination with subsequent Employment Appeal Tribunal proceedings.

HMRC

Defending a number of employment tribunal claims for unfair dismissal, whistleblowing and discrimination

Ofgem

Advising on the defence of a sensitive tribunal claim, a successful appeal to the EAT and an appeal to the Court of Appeal involving issues of public law

UK Atomic Energy Authority

Successfully defending a long-running whistleblowing claim and a number of claims alleging unfair dismissal and discrimination

The Bank of England

Successfully defending whistleblowing and discrimination claims

NHS body

Advising an NHS body on its defence of two complex and long running-employment tribunal claims containing allegations of discrimination on grounds of sex, age, race, sexual orientation and disability, including representing the client at numerous preliminary hearings and a Judicial Mediation, as well as ultimately negotiating settlement on favourable terms.

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Energy and Natural Resources

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

We are immersed in the UK energy sector with a particular strength in renewables and nuclear and the associated regulatory issues.

Our work has involved all new technologies and our expertise has developed as those technologies have emerged and become mainstream. We were the first firm working on tidal and marine technologies and now can say the same for nuclear fusion and small modular reactors. We work at the cutting edge of the sector, with a reputation built upon first-of-a-kind projects and deals and provide expert advice throughout the project/plant life cycle.

Within our team of energy lawyers, we have developed expertise in all the key technologies and activities in the sector: nuclear, renewables, oil and gas, energy regulation, energy storage, waste and water.

We are also heavily involved in the emerging low carbon transport sector on electric vehicles and connected autonomous vehicles. We work on on-site generation, heat networks and energy services (efficiency) contracting.

Our expertise includes:

- Consents and planning applications for energy projects
- Build out
- Power purchase and grid connection
- Project finance
- Energy regulation
- Operational advice
- Mergers and acquisitions
- Energy disputes
- Community Energy and District Heating Networks.

Case studies

Department of Energy Security and Net Zero

Advising the Department of Energy Security and Net Zero on its Heat Network Transformation Programme, which aims to attract £100bn of private sector investment into the district heating sector by 2050. Advising on heat network regulation and heat network zoning.

Net Zero projects

Advising on private wire and export PPAs, corporate PPAs, solar, wind, biogas and battery developments, EV charging infrastructure, grid sharing arrangements and all aspects of nuclear law including small modular reactors.

Waste and Recycling projects

Advising numerous Local Authorities and private sector contractors on long term development, financing and operation of waste treatment and recycling infrastructure, including waste to energy and waste to fuel. Advising on handback / service retendering arrangements.

Bristol City Council

Advising on the ‘City Leap’ plan to raise around £1bn of investment to transform Bristol into the UK’s first smart-energy, carbon neutral city by 2030. The procurement for energy companies, delivery partners, technology providers and others launched in 2019 is now underway. We have assisted with every aspect of this enormous project, including the extensive energy-related regulatory and commercial advice.

Environmental Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Through our work with the full spectrum of clients from both the public and private sectors, we are able to view environmental law from all perspectives. From shaping the landscape of environmental law, to helping businesses ensure regulatory compliance, our lawyers provide high quality, specialist advice.

We collaborate closely with expert teams from across the firm including health and safety, planning, energy and disputes to secure the most effective outcomes for our clients. Our environmental law clients include, on the public sector side, government departments, non-departmental public bodies and environmental regulators and, in the private sector, large multinationals, SMEs and private individuals.

Our expertise includes:

- Product stewardship (including REACH, circular economy, product standards)
- Energy efficiency
- Regulatory investigations and enforcement
- Site closure and divestment (including contaminated land)
- Environmental litigation and disputes
- Carbon law (including ETS)
- Environmental risk management and compliance
- Water law
- Resource and waste management
- Environmental credits.

Case studies

Canal and River Trust

Advising on six appeals relating to conditions in abstraction licences, a key strategic issue for the client.

UK Ministry of Defence

Advising on various International and EU-derived environmental, chemicals and product compliance regimes (including, REACH, RoHS, POPs, CLP and the Montreal Protocol/Kigali Amendment) in the context of drafting and developing contractual clauses for a key contract for a design and build project relating to one of the UK’s largest defence programmes.

Statutory water undertaker

Advising on contractual and regulatory aspects of a trading scheme to allow for future residential developments in water-stressed areas.

Great Western Trains

Acting on an appeal against a statutory nuisance noise abatement notice. The appeal raised several key issues and required close liaison with Department for Transport and Network Rail before the case was ultimately settled.

The European Commission

Providing advice on the adequacy of the REACH regime in tackling the use of microplastic beads in cosmetics.

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Equity Capital Markets

Lot 2

We act for issuers, shareholders, bidders, targets, management, financial advisers, nomads, underwriters and other intermediaries.

We combine our expertise and experience in complex equity capital markets transactions with sector-specific knowledge and insights and understand equity capital market transactions (including takeover transactions) from all vantage points. We also collaborate with specialist employment, IP, tax and other lawyers across the firm to deliver focused and pragmatic advice for our clients.

Our ability to deploy our expertise, understanding and practical advice in a timely and user-friendly manner, helps to shape our clients' strategies and tactics. Our view of the market allows us also to understand and anticipate the opportunities and risks associated with equity capital market and public takeover transactions.

Our expertise includes:

- IPOs
- Demergers
- Reverse takeovers
- Block trades
- Dual Track Processes
- Capital Reorganisation – including share buyback programmes, capital reductions and equity reorganisations
- Secondary fundraising – including placings, rights issues and open offers
- Issuing plc shares as part of M&A transactions
- Takeover transactions

Case studies

AOTI, Inc.

Advising US medical technology group, AOTI, Inc. in relation to its £140m IPO on AIM.

Future plc

Advising publishing company, Future plc, on its court approved reduction of capital.

Fintel plc

Advising leading provider of fintech and support services to the UK retail financial services sector, Fintel Plc, on its acquisition of Rayner Spencer Mills Research Limited, one of the most recognised fund ratings and research agencies in the UK.

ITM Power plc

Advising specialist electrolyser designer and manufacturer, ITM Power plc, on a series of secondary fundraisings, including a £52m placing and open offer arranged by Investec.

Premier Asset Management Group plc

Acting for Premier Asset Management Group PLC on its merger with investment manager Miton Group plc, creating a new group with £11.5bn of assets under management.

Zeus Capital

Advising WH Ireland (now part of Zeus Capital), as NOMAD and broker, in connection with (i) Pittards Plc's placing and open offer and (ii) with the acquisition by way of reverse takeover by Drumz plc of Acuity Risk Management

Finance and Investment

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

We offer a full complement of banking and finance legal services including financial services litigation. Our expertise spans complex financing transactions for clients operating within the UK and across multiple jurisdictions.

With a reputation for our sector knowledge, we understand the challenges faced by our clients in today's financial markets.

Our team stand alongside our clients, supporting them to respond to market pressures, including challenges from increasing levels of financial distress, liquidity challenges and regulatory change and increased scrutiny, as well as helping them to navigate threats and opportunities resulting from the rapidly evolving digital economy, and green or ESG based financings.

Our expertise includes:

- Asset backed lending
- Corporate and private banking
- Derivatives
- Equity Investments
- Food and farming finance
- Islamic finance
- Leveraged finance
- Project finance
- Real estate finance
- Regulatory advice
- Restructuring and insolvency
- Financial markets disputes.

Case studies

Eden Geothermal Project

Advising the financial sponsor of the landmark attraction. Led by our firm's Banking team, we advised on the corporate arrangements, the interface between the institutional funding and the public funding and associated state aid advice, the proposed project documentation approach and the land arrangements. We played a key role in structuring and negotiating bespoke arrangements with the government to unlock the public funding for the project.

DESNZ

Advising on an area-wide low-carbon district heat network in South Westminster, an ambitious energy network opportunities in the UK, using heat from the River Thames to supply more than 1,000 buildings.

Atlantic Green

Advising Atlantic Green, a JV between Nofar Energy and Interland, on the development and project financing of its 700MWh Cellarhead battery portfolio development, which is anticipated to be one of the largest BESS construction financings in the UK.

Lender claims and disputes

Advising lenders on the recovery of debts and enforcement of security, including professional negligence claims against advisors, disputes security enforcement and insolvency disputes.

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Financial Institutions Rescue, Restructuring and Insolvency Lot 2

Our corporate restructuring and insolvency (CRI) team provides specialist advice in connection with businesses facing a variety of financial challenges. For each matter, we assemble a team of experts from a range of legal disciplines and sectors, tailored to the client's specific needs.

Our contentious and non-contentious practice regularly advises on both domestic and cross border matters that span a wide range of sectors and clients; including companies, lenders, shareholders, opportunistic investors, insolvency practitioners, pension trustees, regulators and public bodies. We are active members of R3, INSOL Europe, the IBA, TMA and NARA.

Our expertise includes:

- Contingency planning, options analysis, supply chain review, enforcement analysis and contractual and transactional structuring advice
- Cross-border and domestic financial restructuring
- Distressed investing and M&A (including debt sales)
- Corporate governance and directors' duties
- Pension schemes in stressed and distressed companies
- Schemes of Arrangement, Restructuring Plans, CVAs, Moratoriums, Administrations, Liquidations and Receiverships
- Insolvency litigation and asset tracing.

Case studies

Rebel Energy / Teneo

Acting for Rebel Energy Group, and subsequently Teneo as administrators, in relation to the invocation of Ofgem's Supplier of Last Resort mechanism and the Group's subsequent administration.

Four JV companies owned by Prax Lindsey Oil Refinery Limited (in liquidation) and Philipps 66 Limited

Advising on the impact of the compulsory liquidation of Prax Lindsey Oil Refinery Limited, including liaison with the Official Receiver and FTI special managers on critical supply and infrastructure issues.

FCDO

Advising on urgent contingency planning in relation to the insolvency of critical supplier Agents.

Care Quality Commission

preparing legal independent business reviews in relation to registered care providers within the CQC Market Oversight Regime.

Financial Services Compensation Scheme Limited

advising the representative of the Exiting Creditors in the 2018 High Court and Court of Appeal cases concerning the MF Global UK CVA.

Financial Litigation

Lot 3

We advise on all aspects of financial litigation and dispute resolution linked to finance and investment. We act on business-critical disputes and investigations across financial markets, including banking, insurance, asset management, fintech, and investment funds.

Our team combines dispute resolution expertise with financial markets sector knowledge to deliver pragmatic, timely, and cost-effective solutions, including in matters involving parallel regulatory and criminal investigations.

Our expertise includes:

- Advising lenders on asset-backed lending disputes, including asset recovery, security enforcement, events of default, debt recovery, professional negligence, insolvency, and fraud.
- Acting for policyholders on insurance coverage disputes across all policy types, and on professional negligence claims against brokers.
- Advising retail financial services providers on misselling claims, FOS investigations, and redress actions.
- Acting on disputes relating to complex financial products, bank-to-bank disputes, and contested insolvency matters.
- Advising firms facing investigations and enforcement action by the FCA, PRA, FOS, and similar regulators.
- Handling disputes through litigation, arbitration, ADR, and other formal and informal dispute resolution processes, including matters with international dimensions.

Case studies

Financial Services Compensation Scheme (FSCS)

Acting for this statutory body on a portfolio of recovery claims worth over £100m against defaulted SIPP operators and their insurers under the Third Parties (Rights against Insurers) Act 2010. Also acted as intervener in the Court of Appeal in Siddique v HDI, proceedings raising an important point of law on limitation periods under the 2010 Act with significant implications for FSCS's ability to recover compensation paid to consumers.

Octopus Real Estate, Terido LLP and Fern Trading Group Limited

Acting for a leading investment fund on a portfolio of very high value connected professional negligence claims (in excess of £90m) against a major surveyor following the high-profile collapse of the borrower group, as part of wider multi-claimant group litigation involving multiple defendants.

Asset manager

Acting for an asset management business facing large numbers of complaints relating to alleged due diligence failures by its SIPP business, including parallel FCA and FOS investigations.

Pension schemes

Acting for multiple pension schemes in claims against investment advisers for breach of mandate arising from the LDI crisis.

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Financial Services, Market and Competition Regulation

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

We advise on all aspects of financial services and markets legislation including FSMA 2000 and subsequent Acts, FCA Handbook and non-Handbook guidance, the UK Listing Rules, AIM Rules, Takeover Code, MAR and the National Security and Investment Act 2021.

Our competition team provides expert advice and representation before competition and regulatory authorities and UK and EU courts, including on state aid/subsidy control and NSIA matters.

Our expertise includes:

- Regulatory advice and compliance across financial services, including governance, risk, regulatory change projects and FCA engagements, authorisations and change in control applications.
- Structuring, formation, operation and distribution of investment funds, and procurement and outsourcing of services to financial services businesses.
- Competition litigation and disputes including appeals against regulators' decisions, CMA market studies and investigations, cartel and abuse of dominance defence, and judicial review proceedings.
- Advising publicly traded clients on corporate transactions governed by the Takeover Code, prospectus requirements, DGTR and listing/AIM rules.

Case studies

UK and overseas financial services firms

Advising on cross-border arrangements including Brexit planning and implementation and on applications and notifications to the Financial Conduct Authority including authorisations and change in control applications.

Openwork Partnership LLP

Advising on the regulatory aspects of a strategic investment in The Openwork Partnership from leading global private investment firm, Bain Capital.

Department for Transport

the Office for Zero Emission Vehicles on the competition law and subsidy control aspects of its deployment of the Rapid Charging Fund, a £950m fund to future-proof electric capacity at motorway and major A road service areas. This has involved advising in relation to a CMA market study into electric vehicle charging, a subsequent CMA investigation into potentially anti-competitive exclusive agreements between motorway service operators and a charge point operator, and advising on competition law challenges to powers sought by government in the Future Transport Bill to promote and protect competition in this market.

Welsh Ministers and Transport for Wales

Advising on merger control, State aid and procurement issues associated with the letting of the Wales Borders passenger rail franchise and innovative combination of infrastructure manager roles.

Fintech Crypto Assets

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

We advise on the legal, regulatory and commercial aspects of fintech and crypto assets, with many of our team having worked in-house in senior roles within the international fintech sector.

We assist public sector organisations navigating the evolving regulatory framework across financial services, payments, data protection and operational resilience, as well as advising on crypto and digital assets including token classification, licensing requirements, financial crime controls and tax treatment.

Our expertise includes:

- Advising on financial regulatory compliance, data protection obligations and operational resilience requirements for new and emerging financial technologies.
- Commercial collaborations, investments, funding, IP development and related disputes in the fintech sector.
- Advising public sector bodies engaging with crypto and digital assets, including regulatory classification, licensing and financial crime controls.
- Contracts, licensing and innovation support for organisations developing or procuring fintech solutions.

Case studies

Bank of England

Advising in connection with various technology procurement and contracting programmes.

Financial Conduct Authority

Advising in connection with technology procurement and on regulatory change projects.

Quanta Group

Advising one of the UK's leading wealth management groups on the creation of a three-way, 10-year strategic partnership with Wipro and GBST delivering a digital-first platform and innovative customer-centric service offering.

Payments

Advising payments firms on developing payments products, and non-financial services clients on buying and implementing payments solutions.

A wealth, savings and investment platform

Advising on regulatory issues connected with a proposed crypto product offering.

A payments business

Advising on the use of stablecoins to effect cross-border payment flows.

A FTSE 250 business

Advising on operational resilience requirements and implementation.

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Food, Rural and Environmental Affairs

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

We advise on all aspects of food, rural and environmental affairs, including the ownership and management of rural land portfolios, agricultural tenancies under the Agricultural Holdings Act 1986 and Agricultural Tenancies Act 1995, natural capital projects, and food regulation.

We provide strategic advice to rural landowners and occupiers on the use and future development of rural land, including renewables and natural capital opportunities.

Our expertise includes:

- Rural property transactions, agricultural and commercial tenancies and portfolio management including County Farms estates.
- Food and drink regulation including food safety, labelling, product recall and regulatory enforcement.
- Natural capital, renewable energy projects and planning and CPO issues relating to rural land.
- Dispute resolution including contractual, land occupation, partnership and trust disputes, and related corporate, health and safety and finance matters.

For our Environmental Law expertise please refer to page 23 of this document.

Case studies

Department for Environment, Food Rural Affairs

Advising during the COVID-19 crisis on the contractual arrangements with caterers to provide for the delivery of food boxes to those individuals who are having to be shielded.

The Estate

We have developed the environmental Farm Business Tenancy (eFBT) for The Estate, which has been endorsed by the Tenant Farmers Association and has been made publicly available – providing a new way of dealing with environmental enhancements and diversification on tenanted land.

Groceries Code Adjudicator

Appointed to advise on issues relating to the Groceries Code and as secretary to the Groceries Code Adjudicator in related arbitrations.

County Farms estates

Acting for a number of local authorities who have County Farms estates, including advising on the strategic approaches to such estates, occupation agreements and management, rent reviews and development agreements, as well as smallholdings.

Franchise Law

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

We have an in-depth understanding of franchising, having advised on such issues across a number of sectors, particularly in transport, retail and leisure.

We have played a leading role in franchising the rail sector over the last 30 years. We advised on the majority (more than 20) of the franchises since privatisation and were heavily involved in the development of rail franchising policy. Having also mobilised over ten successful franchise bids in that time, we have experience of the unique dynamics of successful franchise handovers.

We are now deeply involved in the termination of rail franchises and transfer to the Department for Transport Operator ownership.

We also have in depth experience of the bus industry, advising local transport authorities and operators across England and Wales since the deregulation and privatisation of the sector in 1986. During this time, we have advised operators on bus reform provisions in emerging and pending legislation on franchising.

Our expertise includes:

- Franchise contracts and the protection of data, IP and know-how
- Franchise competitions
- Franchise disputes
- Franchise mobilisations
- Franchise expiry and exit.

Case studies

Welsh Government

Advising on transitioning the rail operations for the South Wales Metro to a new publicly-owned delivery vehicle while setting new requirements and contracting structure for infrastructure management of the Wales and Borders Rail Franchise.

FirstGroup

Advising regarding the termination of franchises for the South Western and Transpennine networks and subsequently the transfer of Transpennine Express to the Department for Transport Operator, calculation of payments and terms and the issue of new national rail contract.

First Bus Holdings Limited

Advising First Bus Holdings Limited in relation to the public procurement of a franchising scheme for the leasing, operation and maintenance of buses in Liverpool City Region.

John Lewis and Waitrose

Advising John Lewis on third party concession arrangements in-store, and Waitrose on arrangements for its branded outlets in third party locations, such as Welcome Break.

Grants

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

We help authorities navigate through the complex landscape of public funding, often in very politically sensitive environments.

Leveraging our experience in competition law, and drawing on insights from sector specialists, we provide comprehensive advice on compliance with the Subsidy Control Act 2022 and funding agreements.

We guide public authorities through the process of making subsidy referrals to the Subsidy Advice Unit as well as supporting them to defend formal and informal subsidy challenges.

Our expertise includes:

- Producing template grant documentation including grant funding agreements, internal and external grant guidance for specific funding programmes.
- Drafting and negotiating grant funding agreements and Memorandums of Understanding.
- Advising on vires and governance in respect of grant awards.
- Advising on compliance with the Subsidy Control Act 2022 including assessment against the Subsidy Control Principles and gathering evidence and making referrals to the Subsidy Advice Unit.
- Advising on legal challenges under the Subsidy Control Act 2022 and challenge mitigation strategies.
- Advising central government bodies on Ministerial submissions in respect of high value and politically sensitive grant awards.
- Audit of publicly financed projects.

Case studies

UK Research and Innovation

Advising on subsidy control compliance and negotiation of grant funding agreements across UKRI's most high-value programmes, including the £210m Rolls-Royce SMR grant, £1.6bn Catapult funding (2023–2028), the £multi-billion Horizon 2020/Horizon Europe guarantee funding templates, and the £200m Whole Genome Sequencing Project.

Kent County Council

Advising on a £45m Levelling Up Fund grant for development works at the Port of Dover, including negotiating the grant funding agreement between DfT, the Council and Dover Harbour Board, subsidy control compliance, and referral to the CMA's Subsidy Advice Unit.

Vaccine Taskforce / Department of Health and Social Care / UK Health Security Agency

Advising on politically sensitive COVID-19 projects (£10bn+) on subsidy control, grant funding and procurement law issues. This includes grant funding to the private sector for several vaccine infrastructure projects.

Nuclear Waste Services

Advising on the grant funding agreements and subsidy control compliance of various awards under the Community Investment Funding programme.

Health and Safety

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

How we can help you

We provide focused and effective advice on health and safety compliance, regulatory and criminal investigations, enforcement action and inquests. Our team includes regulatory specialists, criminal defence solicitors and a former HSE and ORR prosecutor, working across energy, construction, transport, defence and education.

We advise on the full range of safety issues from regulatory compliance and incident response through to corporate manslaughter investigations, prosecutions and inquests.

Our expertise includes:

- Incident and emergency response to major health and safety incidents, including multi-fatality and high-profile events, and related criminal and regulatory investigations by police, HSE, ORR, ONR, Environment Agency and local authorities.
- Prosecutions including corporate manslaughter and gross negligence manslaughter, improvement and prohibition notice appeals, and inquests including acting for Interested Persons
- Compliance, governance and safety management systems including RIDDOR reporting, and training for senior managers and in-house teams.
- Non-contentious health and safety drafting including safety clauses and reporting frameworks for major contracts.

Case studies

Energy Sector

Advising in connection with a multi-fatality incident at an energy company's operational site. We were instructed within hours of the incident and advised on the company's immediate response, Corporate Manslaughter and Health and Safety Executive investigations.

Rail sector

Advising on an Office of Rail and Road investigation following a fatality of a passenger. Leading on the inquest proceedings, PACE response and prosecution including preparation of mitigation materials for sentencing.

UK Ministry of Defence

Providing support in the drafting and development of a suite of health safety clauses and related reporting templates for a key contract for a design and build project relating to one of the UK's largest defence programmes. This was a nationally important non-contentious matter involving a highly collaborative approach drawing on expertise from lawyers in our Defence, Nuclear, and Health and Safety teams.

Defence Sector

Providing advice to an Interested Person at an inquest relating to the Defence sector – including advocacy at pre-inquest review hearing, preparation of witness evidence and advising on inquest process.

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Health, Healthcare and Social Care

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

Our healthcare lawyers are experienced in working on critical, complex and politically sensitive matters for Government Legal Department and other public sector clients, having worked extensively with Department of Health and Social Care and with UK Health Security Agency, as well as leading NHS Trusts. We also have extensive experience of advising private sector healthcare service providers and equipment manufacturers so we are able to consider issues from a provider perspective too.

Both senior and junior members of our team have been seconded into Government Legal Department, Department for Business, Energy and Industrial Strategy and NHS Trusts, giving us first-hand knowledge of the intricacies of working for government and wider public sector clients. We understand the need for clear, succinct advice delivered at speed that provides the foundation for effective Ministerial decision making.

We also draw upon our extensive private sector healthcare expertise to help provide pragmatic advice for our public sector clients.

Our expertise includes:

- Commercial contract negotiation
- Procurement strategy
- Drafting procurement documents (including SQs, ITTs, notices and standstill letters)
- Procurement challenges and judicial review
- Technology and intellectual property
- Subsidy control and grant funding
- Real estate matters
- Employment and pensions services
- Mergers and acquisitions.

Case studies

Department of Health and Social Care

Advising on a variety of workstreams relating to Test and Trace throughout the pandemic, including on a series of procurement procedures for the purchase of lateral flow devices

Vaccine Task Force (sponsored by Department for Business, Energy and Industrial Strategy and Department of Health and Social Care)

Advising on projects for the manufacture and supply of vaccines, including negotiating arrangements with Wockhardt for the reservation of UK manufacturing capacity, and advising on life sciences regulatory issues and subsidy control.

Major independent care provider

Advising a major independent care provider of over 230 NHS and social care services on critical contracts, including a £100m+ procurement claim and the procurement law implications of a corporate restructuring.

NHS Trusts and independent healthcare providers

We advise **NHS Trusts** (such as **Guy's and St Thomas' NHS Foundation Trust**) on contract, corporate and IP matters. We have also advised independent providers (such as **Spire Healthcare** and **Cobalt Health**) on their arrangements with **NHS England**, and **HCRG Care** (formerly **Virgin Care**) on matters relating to its community care arrangements across the UK.

Highways Law

Lot 5

We advise on all aspects of highways law, including the Highways Act and legislation relevant to road transport regulation and infrastructure. Our team advises highway authorities, developers, and landowners on highway planning, public rights of way, and the statutory and regulatory framework for promoting, delivering, and modifying highway infrastructure.

Our expertise includes:

- Advising both authorities and operators on regulatory aspects of road transport including licensed passenger (bus, PHV, taxi) and goods transport vehicles and services, vehicle priority and segregated infrastructure.
- Advising authorities on project structures for private finance, building and operating of infrastructure including concessions.
- Advising on the statutory and regulatory framework governing highway infrastructure, including the Highways Act 1980, Planning Act 2008, New Roads and Street Works Act 1991, and Welsh and Scottish equivalents.
- Supporting local authorities and developers in the promotion and delivery of highway infrastructure projects, including highway agreements, compulsory purchase orders, planning permissions, and development consent orders for Nationally Significant Infrastructure Projects.
- Advising on stopping up orders, highway diversions, street works licences, and agreements under the Highways Act for the construction, modification, and dedication of highways.
- Acting for landowners on applications to modify the Definitive Map to include or exclude public rights of way.

Case studies

Isle of Anglesey Council

Advising on significant highway improvements required for the delivery of the Wylfa Newydd nuclear power station.

Two local authorities

Advising on a joint project promoting a major 5km highway, including securing compulsory purchase orders under the Highways Act 1980.

National Highways

Supporting the securing of development consent for numerous Nationally Significant Infrastructure Projects, as well as Highway Act Orders.

Pembrokeshire County Council

Securing compulsory purchase and side roads orders for the Maiden Wells bypass, including acting as advocates at the public inquiry.

National Highways

Advising on the hand-back of the private concession for the Severn River Crossing.

Public transport operators

Comprehensive advice given to operators of public transport as to road transport regulation and infrastructure from licensing and road traffic regulation including TROs and guided busways. We have also advised on issues of highways law (including pavement use) in respect new transport modes such e-scooters and e-bikes and connected and automated vehicles.

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Housing Law

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

We advise central government, local authorities, housing associations and public sector bodies on all aspects of housing law, covering both transactional and contentious work across development, financing, tenancy management, regulatory compliance and dispute resolution.

Our lawyers work across disciplines to provide pragmatic solutions that navigate complex legal frameworks and deliver value for money.

Our expertise includes:

- Large-scale regeneration and new housing developments, including development management agreements and master planning.
- Landlord and tenant law including tenancy agreements, enforcement, eviction and possession proceedings, and social housing regulatory compliance including homelessness duties under the Housing Acts.
- Leasehold and commonhold law, private rented sector licensing and management obligations, and housing fitness and quality standards including the Decent Homes Standard.
- Housing finance, including regulated lending to housing associations and development financing for affordable and mid-market rental housing.

Case studies

PP08 Finance Ltd

Advising PP08 Finance Ltd as lender on an £8m facility agreement with Major Housing Association Limited for the development of a mixed-use property to provide 58 social housing residential units and one commercial unit in Ilford. The Borrower is a regulated entity, which involved significant wider considerations and required regulatory advice on the enforcement of security in the regulated borrowing sector.

Urban & Civic

on the £1bn+ "Growing Baldock" project delivering c.3,300 new homes, employment land, schools and community facilities, including planning and vacant possession strategy and agricultural tenancies.

Aviva Investors, Land Improvement Holdings and the Diocese of St Albans

Advising on the £1.75bn Linmere development comprising up to 5,150 homes, including serviced land sales, infrastructure, planning and dispute matters.

Defence Infrastructure Organisation

We are appointed on a seven-year mandate to provide planning, construction, tax, procurement, dispute and real estate advice across DIO's national major projects for the redevelopment of disused army barracks for residential development and UK housing targets.

Immigration

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

We advise public sector bodies and employers on all aspects of business immigration, including the recruitment and employment of overseas nationals, sponsor licence applications, ongoing sponsor duties and right to work compliance.

We also advise on the immigration implications of restructures, outsourcing arrangements, international secondments and sanctions for immigration breaches.

Our expertise includes:

- Obtaining and maintaining sponsor licences, compliance with ongoing sponsor duties, and supporting visa applications including Skilled Worker, Global Business Mobility and UK Expansion Worker routes.
- Right to work checks, prevention of employing illegal workers, immigration audits and compliance procedures.
- Immigration strategy planning across the employment lifecycle, including in the context of TUPE transfers, restructures and fixed-term contracts.
- Training and ongoing advisory support for in-house teams and Key Personnel on immigration processes and regulatory requirements.

Case studies

Public body

Supporting to put effective and streamlined immigration processes in place for the recruitment and employment of overseas nationals, including providing in-depth support on sponsor duties and holding monthly surgeries with the organisation's Key Personnel.

UK government research organisation

Providing on-going immigration advice (including in respect of the sponsorship process under the Skilled Worker, Government Authorised Exchange and Global Talent routes).

Government approved regulator

Advising on the recruitment and sponsorship of migrants under the Skilled Worker route, including eligibility requirements, practical steps to be taken, right to work checks and sponsorship duties.

Independent regulator

Advising on the recruitment and sponsorship of migrants, right to work checks and the use of fixed term contract employees with time limited immigration permission.

Leading UK charity

Providing a comprehensive employment and immigration law service which is tailored to the organisation's specific needs, including delivering training on recruitment and sponsorship of employees.

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Information Law including Data Protection

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

We advise on all aspects of data protection and cyber security regulation, from ad hoc queries through to comprehensive compliance audits, breach response, ICO investigations and the development of data products and services.

We have considerable experience supporting large, nationally significant public sector projects involving complex data sharing arrangements and provide crisis management support for data protection and cyber security breaches.

Our expertise includes:

- UK GDPR compliance audits, data protection policies and procedures, breach and cyber security incident handling, and international data transfers.
- Data sharing arrangements including structuring projects for compliance, preparing DPIAs, data sharing and processing agreements.
- Advising on the data protection implications of new technologies including AI tools, and on subject access requests and ICO investigations.
- Embedded advisory support including virtual secondee arrangements and data protection helpdesk services.

Case studies

Department for Digital, Culture, Media and Sport

Advising on the data protection aspects of the Events Research Programme, examining the risk of transmission of COVID-19 from attendance at events to inform future policy on safely lifting restrictions at large events. Our work included working closely with the Events Research Programme delivery team, event organisers and the Department of Health and Social Care and Public Health England research teams, providing time critical advice and practical support in a rapidly evolving research programme.

Guy's St Thomas' NHS Foundation Trust

Advising on its data sharing arrangements including in relation to the sharing of patient data for research and non-research purposes.

Bristol City Council

Advising Bristol City Council on complex data sharing/processing contractual arrangements in relation to its 'City Leap' initiative to support ambitions to make Bristol a carbon-neutral city by 2050.

Department for Work and Pensions

Provided a 'virtual secondee' to support in handling business as usual data protection queries. Our work ranged from providing guidance on the designation of parties as controllers, processors or joint processors, through to advising on the impact of data protection legislation on the proposed text for new Bills to be introduced to Parliament.

Information Technology Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

With over 20 years experience at the cutting edge of the technology sector, our IT and telecoms lawyers act for a range of clients - from start-ups, dotcoms and corporates to financial institutions, governmental bodies and private equity groups - on all aspect of IT and telecoms law.

We deliver practical, innovative solutions to complex technology law matters, including litigation. Our cross-firm expertise ensures comprehensive legal support for both supplier businesses and their customers.

Our telecoms specialists understand the commercial and operational needs of telecoms operators and internet service providers, helping clients anticipate challenges and resolve them efficiently.

Our expertise includes:

- Cloud hosting, big data, cyber and IT security, e-commerce regulation, and digitisation and convergence projects.
- Internet services and IoT strategies, social media platforms, content provision and open source content management systems.
- Telecoms including the Telecoms Code, interconnection and roaming agreements, network sharing and optimisation, and satellite launch contracts.
- Content and rights licensing across technology and telecoms sectors.

Case studies

Financial institution

Acting as legal technology partner on business-critical regulated technology procurements and advising on industry-first IoT deployments using LoRaWAN networks for utility and critical national infrastructure clients.

Advising **a government client** on the development of a £5bn, multi-lot, multi-supplier framework agreement for the provision of innovative technology solutions to government.

Competition Commission

Supporting on IT outsourcing during the £1.5bn sale of Gatwick Airport, ensuring a smooth transition and integration of IT services into the new operational structure.

Transport for Wales

Advising Transport for Wales on Code issues relating to the transfer of the Core Valley Lines from Network Rail.

Advising **Financial and Insurance sector clients** on outsourcing cloud services, data storage, database security and 'everything as a service' agreements, ensuring compliance with data regulations.

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Insurance and Reinsurance

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our multi-disciplinary insurance practice advises on all aspects of insurance and reinsurance law, covering property and all risks, public and employer's liability, professional indemnity and financial lines, DO and management liability, business interruption, life and health, and WI insurance.

Our expertise includes:

- **High-value and high-profile claims:** Our disputes team frequently advise policyholders on contentious insurance matters to obtain maximum recovery from their insurances. We have broad experience of resolving claims through mediation and formal dispute resolution (e.g. litigation and arbitration).
- **Advising on policy wordings:** We can advise on the drafting of policy terms and bespoke insurance arrangements. We can advise on any policy type, but we frequently advise on insurances designed to facilitate transactions, such as WI insurance, title indemnity and rights to light cover.
- **Policy reviews and gap analysis: We** work with your brokers to help review existing policy programmes to identify gaps and limitations in coverage.
- **Retail insurance:** Our Financial Services regulatory team advise on the manufacture and distribution of insurance products to retail customers and acts for a wide range of entities, including insurers, brokers intermediaries and affinity partners.

Case studies

Financial Services Compensation Scheme

Acting for Financial Services Compensation Scheme in an ongoing portfolio of claims under the Third Parties (rights against insurers) Act 2010 against insolvent financial services firms and their PI insurers, seeking to recover £millions of losses suffered by consumers in relation to missold private pensions and investments.

Major Construction Contractor

Acting for major Construction Contractor on a portfolio of 13 claims against its PI insurers to recover tens of millions owed by the Contractor to remediate defective cladding and fire safety defects in residential developments. This case involved analysis of: extensive expert evidence to identify cladding and fire safety defects; and, legal analysis of the Contractor's liability under JCT, NEC and other construction contracts.

High Value Claim

Advising on a substantial claim (circa £40m) to recover costs incurred to mitigate design defects in upgrade works at National Grid gas compressor stations

High Value Claim

Advising a leading UK-headquartered, technology-based construction and engineering group on a series of high value professional indemnity and CAR claims arising from a £650m waste to energy PFI project.

Intellectual Property Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our intellectual property lawyers have in-depth insight into a range of sectors and clients come to us for our expertise in complex issues and are often asked to provide second opinions. We are regularly praised for our problem-solving and pragmatic solutions.

The team includes (in the UK and in Ireland) trade mark attorneys and paralegals which allows us to offer a distinct, but complementary, brand protection service and because of our Irish presence, we can service EU brand work.

As well as the public sector we also work in a range of sectors including life sciences, energy (including nuclear), healthcare, defence, transport, manufacturing, food and drink, media, sport and retail.

Our expertise includes:

- Clearance, ownership and protection of intellectual property rights including trade mark and design rights, intellectual property audits, registrations and management of national and international portfolios. We have an Irish office, and can support on EU brand work.
- Development and exploitation of intellectual property rights including through RD arrangements, collaboration agreements, joint ventures, licensing arrangements and assignments, sponsorship agreements.
- Transactional IP including IP in commercial contracts, through the supply chain.
- IP investigations including due diligence and IP audits.
- Intellectual property disputes including litigation, trade mark oppositions and cancellations and Company Names Tribunal and domain name disputes.

Case studies

UK Atomic Energy Authority and UK Industrial Fusion Solutions Limited

Advising on multiple projects including the UK's leading fusion project - STEP (Spherical Tokamak for Energy Production) to deliver a prototype fusion energy plant, targeting 2040, with a path to commercial viability of fusion; and on a collaboration with Eni to build the world's largest and most advanced tritium fuel cycle facility.

Department for Business, Energy and Industrial Strategy

Advising on the establishment of UK Research and Innovation, including the transfer of large quantities of registered IP from legacy bodies, working closely with stakeholders to support them through the process of establishment, and advising on interactions with the European Commission in respect of 200+ EU funded research projects.

UK Hydrographic Office

Providing day-to-day legal and brand advice, as well as working on larger projects such as drafting and advising UKHO on its standard terms and conditions, and IP licensing, for global distribution of its marine navigational paper and digital products and services.

Guy's and St Thomas's NHS Foundation Trust

Advising on multiple projects including a collaborative joint venture with Kings College London for the development and exploitation of new technology.

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International Development/Aid Funding

Lot 2

We provide strategic, commercially focused legal advice on all aspects of government involvement in development finance. Whether you are a government body, lender, or sponsor, we help you navigate the legal and practical challenges of development finance, from initial structuring to execution.

Our expertise includes:

- Advising on export credit guarantees and trade finance arrangements to facilitate cross-border transactions and mitigate risk.
- Structuring innovative financing models for emerging markets, including blended finance, public-private partnerships, and hybrid bank/bond solutions.
- Acting for procuring authorities, lenders, and sponsors on infrastructure and energy projects, leveraging experience with export credit agencies and multilateral institutions.
- Drafting and negotiating complex documentation for government-backed guarantees, syndicated loans, and risk-transfer mechanisms.
- Through our preferred firm network, supporting clients on policy and regulatory compliance across multiple jurisdictions, ensuring alignment with international development frameworks.

Case studies

Eco-Business Fund and the SANAD Fund for MSME

Advised Eco-Business Fund (**EBF**) and the SANAD Fund for MSME (**SANAD**) (impact funds advised by Finance in Motion, a world-leading impact asset manager with specialist experience in generating positive change in emerging markets around the world) on three West African financings. These were:

- a USD 20m loan from EBF to Coris Holding and Coris Bank International Cote D'Ivoire for the purpose of supporting local investment into agriculture, forestry, fishery and tourism in Burkina Faso and Cote D'Ivoire;
- a USD 20m loan from EBF to Banque International Pour L'Industrie et le Commerce for the purpose of onward investment into agriculture, forestry, fishery and tourism sector in Benin; and
- A €6m loan from SANAD to Baobab Cote D'Ivoire for the purpose of investment into agriculture, livestock and/or agro-processing in Cote D'Ivoire.

Finance in Motion – Eco Business Fund SSA

Acted for Eco Business Fund S.A. Sicaf-Sif as Lender who has made available a loan of $5,000,000 to Family Bank Limited. The loan will be used to fund sub-borrowers in key social impact and environmental sectors.

International Finance Organisations

Lot 2

We advise on all aspects of law and practice relating to international financial institutions, ensuring clients can navigate complex regulatory frameworks and cross-border requirements.

Our team supports governments, corporates, and lenders in engaging with global financial bodies to secure funding, manage compliance, and structure transactions that align with international standards.

Our expertise includes:

- Drafting documentation for development and infrastructure projects funded or guaranteed by international institutions.
- Advising on innovative financing solutions and blended finance models that leverage multilateral support for emerging markets and strategic sectors.

Case studies

Facility for Energy Inclusion

Advising the Facility for Energy Inclusion, a debt financing facility for small-scale energy access projects (off-grid solar, small IPPs, captive installations and mini-grids) established by the African Development Bank. The facility also received equity funding from KfW (on behalf of the German Federal Ministry for Economic Cooperation and Development) and Norfund, a loan commitment from the Austrian Development Bank, and investment from the African Development Bank on behalf of the Clean Technology Fund and the European Commission. The facility is managed by Cygnum Global Partners.

European Investment Bank

Acting for the bank in relation to English law governed guarantee arrangements, advising on terms and providing legal opinions on enforceability.

Oschadbank

Acting for the European Fund for Southeast Europe (whose shareholder base includes a number of investors and development banks) in respect of its Ukraine sub-fund (managed by Finance in Motion) on a EUR 20,000,000 synthetic loan to Oschadbank (State Savings Bank of Ukraine) for the purpose of financing sub-loans to private micro, small and medium enterprises and entrepreneurs in Ukraine.

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International Law

Lot 5

Our public international team has expertise in assisting clients with cross-border rail regulatory issues and the requirements of international law around the world.

We act for governments, state owned entities, regulators and large international collaborations.

Our expertise includes:

- Advising regulatory authorities and operators on issues affecting businesses operating in the transport sector including:
- International dispute resolution including international arbitration and choice of jurisdiction/courts.
- International law and best practice relevant to regulatory requirements.

Case studies

Eurostar

Advising on the international rules from the Treaty of Canterbury between UK and France onwards relating to management of the Channel Tunnel Fixed Link and operation of services through it.

Our advice covered issues such as oversight of safety compliance and responsibility and making submissions to the Inter-Government Commission set up to monitor the fixed link, charging and rights of access (including their overlap with later EU, UK and French law).

Operators

Advising on rights and obligations under the Convention concerning International Carriage by Rail (and its appendices, in particular the Uniform Rules concerning the Contract of International Carriage of Passengers by Rail).

International Trade

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

Our international trade lawyers help clients navigate the complexities of trade law, including post-Brexit cross-border issues. We draw on specialist expertise across tariffs, sanctions, trade regulation, remedies and sector-specific compliance to support clients in maximising international growth opportunities.

Following the UK's exit from the EU Customs Union and Single Market, the UK-EU Trade and Cooperation Agreement and other new trade agreements have introduced new rules on exports, imports, data and hiring. EU-based importers, UK-based exporters, and businesses further afield all need to navigate updated restrictions, tariffs and regulations. We work with a trusted network of independent law firms around the globe to help public and private sector clients achieve their commercial aims.

Our expertise includes:

- Product stewardship, environmental and safety compliance and investigations.
- Supply chain and country of origin implications for registration, labelling and taxation.
- Business immigration and visa applications.
- Trade, supply and distribution contracts.
- Cross-border M&A, competition, subsidies and antitrust.
- Cross-border financial services including EU/UK market access.
- Customs, tariffs, trade regulation, licensing and trading standards.
- Inward investment.
- International tax and trade finance.

Case studies

Local Authority

Advising on the requirements and processes to establish a Port Health Authority and Border Control Post.

Public Sector client

Advising on the movement of goods between Northern Ireland, Great Britain and the EU, and the implications of the Northern Ireland Protocol on the movements.

Foreign, Commonwealth and Development Office

Advising on the contractual framework for the Foreign, Commonwealth and Development Office to implement its repatriation scheme through an existing CCS enabling agreement.

Foreign, Commonwealth and Development Office

Providing advice during the COVID-19 crisis on the implementation of commercial arrangements and loans to facilitate the repatriation of UK citizens abroad. Also provided advice on termination/ relief under various international construction contracts.

Manufacturing client

Advising an Asian manufacturer of excavators on implications to their business of UK Trade Remedies Authority anti-dumping and anti-subsidy investigations. This includes advice around the impact of rules of origin and a recommendation on engaging with the investigation.

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Investment and Asset Management

Lot 2

We have considerable experience advising fund managers on all aspects of investment funds, including formation and operation across different asset classes (private equity, infrastructure, real estate and commercial forestry), together with associated regulatory matters. We regularly advise institutional investors including pension schemes (both public and private sector) and family offices on the terms of their investments in private funds across multiple jurisdictions, as well as on private fund transactions in the secondary market.

Our regulatory experience extends across the financial services sector, from regulated funds and private equity to fintechs, investment platforms, pension schemes, custodians and payments providers. We work closely with regulatory bodies, government departments and trade and industry associations.

Our expertise includes:

- **Fund formation and operation** – fund establishment, additional fundraises and co-investments and operation of funds, along with associated regulatory matters including marketing.
- **Fund investments** – advising investors in relation to private fund investments across a number of asset classes.
- **Secondary Investments** – sale and purchase of interests in private funds across a number of asset classes.
- **UK regulated funds** – advising clients on launching, managing, distributing and investing in FCA-regulated funds.
- **Financial regulation** – a broad scope of financial services regulatory work along with helping clients manage regulatory risk and advising a range of clients across the financial services sector.

Case studies

Sustainable investment fund

Advising a UK asset manager on the structuring and establishment of new sustainable investment funds, additional fundraises and co-investments, together with the regulatory aspects of such transactions.

Fund investments

Advising numerous investors, including local government pension schemes and other investors in relation to fund investments across a number of asset classes (including private equity/ venture capital, infrastructure and real estate funds).

Pension pools

Advising in relation to new investment structures and funds, direct investments and all aspects of their arrangements including tax and procurement support, including advising one of the largest pension pools in the UK, managing around £64bn in assets on launching the first LGPS real estate ACS with multiple sub-funds.

FCA's Sustainable Disclosure Requirements

Advising a number of retail fund manager clients on the FCA's Sustainable Disclosure Requirements (SDR) including navigating the FCA application process both for funds seeking to adopt a Sustainability Label as well as those seeking to operate on an unlabeled basis.

Investment and Commercial Banking

Lot 2

We advise on all aspects of specialist finance, including asset-based lending and structured finance. Our large, experienced finance team has a proven track record in delivering complex transactions for lenders and borrowers alike.

Our expertise includes:

- Advising on unsecured facilities for listed borrowers.
- Advising on "Holdco" and back-to-back financing arrangements for participants in the lending market including on guarantee structures supporting such lending.
- Providing support to lender and borrower clients on secured corporate debt and acquisition finance facilities.
- Advising on lending terms and conditions.
- Providing expert guidance on drafting and negotiating syndicated and bilateral receivables finance agreements.
- Advising on sustainability linked loans and other green loan concepts and products.

Case studies

Civil Aviation Authority

Acting for the regulator on a large number of matters involving reporting on proposed changes to the debt and equity structures of ATOL license holders and ensuring that the CAA's objectives, including the protection of customers, are appropriately addressed. This includes recommending, negotiating and implementing: new security, guarantees, subordination or other contractual protections in favour of the CAA.

Leumi ABL

Acting for Leumi ABL as lender on a £33m ABL facility (receivables and inventory) with Special Melted Products Limited, a manufacturer of super alloys used in the aerospace oil & gas, and nuclear industries.

KfW IPEX Bank

Provided English law advice to KfW IPEX Bank on various trade finance and receivables finance facilities across multiple jurisdictions

FirstGroup plc

Advising FirstGroup plc on its bus fleet decarbonisation programme for up to 1,000 electric buses involving parallel debt funding from MUFG, SMBC, and NatWest , and syndicated hire purchase funding (documented as a green loan) from Lloyds, NatWest and Bank of America.

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Islamic Finance / Sukuk

Lot 2

We have been involved in the Sharia'h finance market since its inception and have advised on a wide-range of transactions, acting for a range of counterparties, including financiers, investors and corporates from both the UK and abroad.

Amongst other clients, we have advised Al Rayan, BLME, Gatehouse Bank, QIB, ABC International Bank and AUB on a range of matters and have advised corporate clients in relation to facilities from BLME, ABC International Bank, AUB and HSBC Bank and others.

Although our work is primarily focussed in the built environment sector and undertaken by specialist advisors in our Real Estate Finance team, we have also advised on Islamic finance transactions in traditional project finance and other corporate finance environments.

Case studies

International Company

Advising international company on £17m development Murabaha.

European Investment Manager

Advising a European investment manager on a £24m Murabaha facility.

Jersey investment fund

Advising a Jersey investment fund on a £16m Murabaha facility

Islamic fund

Advising an Islamic fund on a variety of Shari'ah loans secured on PBSA assets.

English investment fund

Advising an English investment fund on a gas peaking Murabaha facility.

UK Infra fund

Advising major UK infra fund on establishing Shari'ah product for vehicle financing.

Islamic Bank

Advising an Islamic bank on a development Murabaha facility for a PBSA scheme.

Investment fund

Advising an investment fund on Shari'ah funding of UK prime office.

Housing scheme

Advising on a £20m Murabaha facility for a housing scheme in London.

UK Islamic Bank

Advising a leading UK Islamic bank on its precedent Murabaha documentation.

Life Sciences

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

Our life sciences lawyers are experienced in advising government and other public sector clients, as well as international collaboration groups, on critical, high profile life sciences contracts.

Our work includes working with UK government in its response to the COVID-19 pandemic and ongoing pandemic preparedness, including the urgent need to procure new vaccine and therapeutic capabilities for the public.

Our advice has included drafting and negotiating critical vaccine and contract manufacturing supply arrangements; regulatory advice; tax advice; and advising on grant funding, state aid and procurement law elements.

Above all, our lawyers understand that at a time when government's life sciences requirements are evolving very quickly, it is more important than ever that we provide clear, precise advice that allows government stakeholders to make informed decisions.

Our expertise includes:

- Contract terms and conditions for medical product manufacturing.
- Contract terms and conditions for medical product supply, distribution and development, including clinical trials or investigations.
- Grant funding.
- Public procurement and state aid.
- Materials Transfer Agreements.
- Tax.
- Regulatory.
- Technology Transfer Agreements.

Case studies

Innovate UK (part of UK Research and Innovation)

Advising on the grant funding agreements for the PACE programme for translational research projects into Anti-Microbial Resistance. Also advising on service level agreements between Innovate UK and Department of Health and Social Care, as well as grant funding agreements, for the network of Advanced Therapy Treatment Centres.

Department of Business, Energy and Industrial Strategy

Advising on the negotiation of critically important capacity reservation agreements with contract manufacturers for the fill and finish of COVID-19 vaccines. We supported the Department for Business, Energy and Industrial Strategy on a range of legal aspects, including drafting/negotiating contract terms directly with suppliers, and providing support to the team on state aid and tax aspects, and other work streams to help obtain the necessary approvals.

Government's Vaccine Task Force

Advising on a series of other vaccine and antibody manufacturing projects, working together with a series of top tier global suppliers, with a view to improving post pandemic resilience of vaccine supply and the supply chain in the UK. We have provided commercial contract, regulatory, procurement, corporate, banking and subsidy control advice in support of these projects.

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Litigation and Dispute Resolution

Lot 4

We have considerable experience handling complex disputes related to projects, including PPP, commercial and public law disputes arising from infrastructure delivery, construction and major government programmes.

We act for government departments and public bodies on project-related litigation, and understand the nuances of managing disputes in the public sector, including reputational sensitivity, stakeholder briefings, policy imperatives and pressure on the public purse.

We are experienced in ministerial briefings and risk-based analysis using the Attorney General's risk matrix. Senior team members hold DV or SC security clearance.

Our expertise includes:

- Structuring and project-managing complex, mission-critical disputes for government and public bodies, including large-scale electronic disclosure exercises.
- Contract performance disputes in a project context, including contractor exit, remedial action, step-in rights and service continuity.
- Public procurement disputes arising from project procurements, including High Court challenges, pre-action resolution and loss of confidentiality in bidding processes.
- Judicial review defence related to project and procurement decisions, including claims brought by campaigning and public interest organisations.
- Alternative dispute resolution including mediation, adjudication, arbitration and specialist tribunals.

Case studies

Government department

acting on breach and exit from IT services and migration contracts for a high-profile national infrastructure service.

Government department

acting on inadequate contractor performance and safety concerns immediately after procurement mobilisation, using contractual levers including remedial advisors and step-in to restore service delivery without disruption.

Cabinet Office / Department of Health and Social Care

defending five judicial reviews of procurement policy decisions, including the award of PPE contracts to a major international supplier and 'Moonshot' mass testing policy, working alongside Government Legal Department commercial teams.

Department for Health and Social Care

acting for Department of Health and Social Care on recovery claims in relation to PPE supplied during the pandemic which was not fit for purpose or otherwise not of satisfactory quality including negotiating settlements and risk assessment.

Government department

Acting on inadequate contractor performance and safety concerns immediately after procurement mobilisation, using contractual levers including remedial advisors and step-in to restore service delivery without disruption.

Media Law

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

We advise on all aspects of media law, from reputation management to privacy rights, from copyright infringement to content licensing.

Our media lawyers are used to conducting high profile and wide ranging work for major clients across the media landscape, including film, TV, music, publishing, principally in connection with the protection and enforcement of IP rights. We also advise clients on the related issues such as privacy and defamation / reputation management.

Our broad experience includes acting for central government bodies, independent agencies/bodies, and arms-length corporates.

Our expertise includes:

- Regulatory and statutory developments and implications for the media industry.
- Defamation and reputation management.
- Privacy law and data protection.
- Exploitation of intellectual property rights –licensing and assignments, recording agreements, publishing agreements, and other media-related contracts.
- Intellectual property protection and disputes – trade mark and copyright litigation, trade mark registrations oppositions, and domain name disputes.
- Sponsorship arrangements, broadcasting rights and exploitation agreements for TV/multimedia clients.
- Advertising and marketing (including Advertising Standards Authority complaints).

Case studies

BBC and BBC Studios

Advising on all UK and EU trade mark applications and registrations including clearance advice, oppositions and enforcement issues.

Department for Digital, Culture, Media and Sport

Advising on the government's flagship TV Film Restart Scheme.

Government of the Cayman Islands: Providing reputation management advice.

WarnerBros Discovery. (Discovery Channel)

Acting for US mass-media company in managing its UK trade mark portfolio, providing clearance advice on new channels / programmes, and dealing with IP infringement issues.

The Racecourse Association

Advising on the exploitation of media rights and RaceTech on the delivery of HD coverage and integrity services at horse racing fixtures.

Providing regular advertising clearance advice on consumer promotions to **Bupa Dental Care** and **Virgin Care Private**.

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Merger & Acquisition Activity

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

Our M&A lawyers ensure that advice to clients is grounded in sector expertise and designed to achieve their strategic goals and commercial objectives.

We provide advice on every aspect of M&A transactions, leveraging our experience in managing corporate transactions. We have significant experience in advising central government, local government and other public sector entities (such as non-departmental public bodies) on M&A transactions including advising on due diligence elements as well as pre-transaction advice on company law matters.

We collaborate with sector specialists within the firm to tackle a broad range of transactions. This collaborative approach enables us to advise on a range of transactions of varying complexity and deliver tailored advice that aligns with your specific commercial objectives.

Our expertise includes:

- Share of shares held by public sector/central government entities.
- Transfers of business functions structured as asset sales.
- Transfers of business functions effected under statutory transfer schemes.
- Joint ventures.
- Reorganisations of corporate shareholdings held by public sector entities.

Case studies

UK Atomic Energy Authority

Advising on the establishment of the STEP programme including advising on the establishment and stand-up of UK Industrial Fusion Services Limited and advice on the transfer of assets by UK Atomic Energy Authority to UK Industrial Fusion Solutions.

UK Research and Innovation

Advising on the sale of Vaccine Manufacturing and Innovation Centre to a private sector counterparty, including advice on corporate governance issues affecting UK Research and Innovation and the Vaccine Manufacturing and Innovation Centre entity and the terms of the sale documents.

Department for Transport

Advising the Department for Transport on the transfer of the entire issued share capital of London Continental Railways Limited to Network Rail Infrastructure Limited, as part of the Platform4 project to consolidate publicly owned residual railway land into a new development entity.

Department for Business, Energy and Industrial Strategy

Advising on the transfer of assets from the UK's seven Research Councils, Innovate UK and the research and knowledge exchange functions of the Higher Education Funding Council for England to UK Research and Innovation, the UK's new research and innovation body, achieved using a statutory transfer scheme under the Higher Education and Research Act 2017.

Outsourcing

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

Our outsourcing lawyers provide end-to-end, strategic outsourcing advice for all types of on and offshore business processes. Our experience of working for both users and vendors of outsourcing services gives us an understanding of the pressures faced by clients on both sides of the table.

From IT, telecoms, HR, accounting and finance to payroll, claims processing, customer care, asset management, marketing, and training, we cover all types of outsourcing projects. We provide expert guidance to our clients, whether they are outsourcing for the first time or are seeking to renew or replace an existing contract.

Our outsourcing lawyers work as part of the client team in the competitive tendering process and our advice covers the entire lifecycle of an outsourcing project; from transition planning and statements of work to post- completion support and exit management.

Our expertise includes:

- Business transformation (including in relation to complex facilities management).
- Global sourcing solutions.
- Teaming agreements.
- Partnering agreements.
- Contribution and secondment mechanisms.
- UK Economic Interest Group agreements.
- Partnership agreements (limited and unlimited).
- Corporate investments.
- Joint ventures (including contractual joint ventures).
- Mergers and acquisitions.

Case studies

Department for Education

Advising on the creation of Alternative Delivery Models that deliver children's social care services on behalf of failing Councils (Doncaster, Slough and Sandwell) pursuant to Statutory Directions.

Welsh Water

Advising on the outsourcing of its new integrated customer contact centre and desktop platform. We advised from the outset, starting with the tender and throughout the subsequent negotiations with tech vendor Infosys.

Department for Environment, Food and Rural Affairs

Advising on the regulated procurement and bespoke NEC4 FM contract (a call-off under CCS Framework RM6232) for the Department for Environment, Food Rural Affairs' WPFM24 programme, a long-term, high-value (c£770m) programme to deliver FM services across assets with widely differing needs, some of which support critical risk management infrastructure of national importance.

Foreign, Commonwealth and Development Office

Advising on outsourcing arrangements with a private sector entity and with CCS to facilitate the repatriation of UK citizens abroad as a consequence of COVID-19.

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Partnership Law

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

Our partnership lawyers are skilled in all areas of partnership law and work across a range of specialisms. This includes advising on involves partnership friction or disputes, which require the application of specialist knowledge of partnership disputes law and its impact on the rights and obligations of partners and members. As part of this, we have considerable experience of Alternative Dispute Resolution processes which can be particularly helpful to preserve relationships.

We also advise on all aspects of partnership formation for professional firms, whether trading as conventional partnerships or as limited liability partnerships (LLPs).

We provide strategic and tailored advice based on our work with existing clients in both the public and private sectors.

Our expertise includes:

- Partnership structuring
- Partnership frictional issues and disputes
- Limited partnerships
- Partnership formation
- Partnerships for tax planning
- Mergers and Acquisitions
- Family limited partnerships.

For information on our PFI/PPP project experience, please refer to page 42 of this document.

Case studies

University of Oxford

Advising on the creation of a complex joint venture with Oxford University Hospitals NHS Foundation Trust to facilitate their joint participation in various healthcare opportunities. The joint venture was structured using a limited liability partnership.

University of Oxford and Oxford University Hospitals NHS Foundation Trust

The firm also advised on the joint venture with Mayo Clinic, a US based non-profit organisation committed to clinical practice, education, and research. The joint venture was structured using a limited liability partnership and drew on a wide range of specialised experience from across the firm, particularly regarding the bespoke and technical corporate aspects of the partnership arrangements.

Albion

Establishing Albion as the bid vehicle for the MBO of Close Ventures Limited and advice on internal constitution. Albion is a LLP, the members of which were the senior management of Close Ventures; Close Ventures is also a member of Albion. The transaction involved complex provisions reflecting classic private equity articles through a members' agreement, while not losing the partnership ethos.

Public benefit investment company

Advising on the formation of a new social investment fund.

Pensions Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our pensions law team is widely respected across the UK with a national client base comprising trustee, administering authorities of public sector schemes and employer clients across the private and public sectors. Our specialist pension lawyers advise on defined benefit, defined contribution and hybrid schemes.

In the context of public sector pensions we routinely advise on the application of New Fair Deal (and the original Fair Deal) in the context of outsourcing, implementation of benefit changes and drafting rules to accommodate such changes, restructuring of public sector bodies and the application of pension protection (including statutory protection for former publicly owned industries – including rail, energy and nuclear).

Our pension lawyers regularly provide tailored training for clients, and pensions seminars are run in Bristol, London and Edinburgh. Our team is one of the largest pensions teams in the UK – with nine pensions partners and 45 pensions lawyers overall.

Our expertise includes:

- Automatic enrolment
- Northern Irish pensions
- Pensions disputes and litigation (including advising on McCloud)
- Pensions legal advice
- Pensions regulatory
- Pensions tax
- ESG legal requirements
- Local Government Pension Scheme funds and asset pooling.

Case studies

Department for Transport

Advising on pension aspects of the incorporation of Highways England and TUPE transfer of c.3,000 civil servants, including negotiating the admission agreement for participation in the Principal Civil Service Pension Scheme. Also advising on the end of the Severn River Crossings concession and transfer back to public ownership.

Foreign, Commonwealth and Development Office

Advising on Fair Deal compliance in the outsourcing of facilities management across FCDO embassies in northwest Europe, in relation to the Civil Service Pension Scheme in UK and overseas settings.

Nuclear Decommissioning Authority

Advising the NDA as scheme manager on its trust-based and statutory pension arrangements (both DB and DC), covering day-to-day administration and benefit matters as well as special projects relating to group restructuring and new decommissioning projects.

Local Government Pension Scheme

Advising LGPS funds on IDRP complaints, TPO submissions, complex benefit issues, GMP reconciliation, TPR reporting, employer admissions, governance, and investments at fund and pool level. Advising LGPS asset pools on governance, investment, and procurement, including implementation of *Fit for the Future* proposals.

Planning Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4, Lot 5

Our planning and compulsory purchase lawyers are nationally-recognised for our expertise and the quality of work we undertake. We deliver planning law advice to the public and private sectors, across the UK, through the whole development process, from consenting strategy to legal challenge.

Our expertise includes:

- Consenting strategy and Planning applications, including Environmental Impact Assessment (EIA) and Habitats Regulations Assessment (HRA).
- Negotiating and drafting planning obligations for landowners, developers, local authorities and funders.
- Planning appeals, including advocacy at public inquiries and hearings.
- Interpretation of planning permissions and conditions, and advice on safeguarding planning consents.
- Site assembly including compulsory purchase promotion and claims for compensation, including Upper Tribunal advocacy.

Case studies

Isle of Anglesey Council

Providing planning support on the proposed nuclear power station at Wylfa and other major energy projects including the recently approved Tidal Demonstration Zone and Port Health Authority advice following amendments to port inputs as a result of Brexit.

National Highways

Advising on numerous NSIPs, including the Heathrow expansion DCO process, the new 9km A30 dual carriageway between Carslake and Carland Cross and the A417 proposals.

Department for Transport

Advising the Department for Transport as decision maker on numerous DCOs and Transport and Works Act Orders including Environmental Impact Assessments and Habitats Regulations Appraisals.

Environment Agency and Canal and River Trust

Advising these clients jointly in connection with a £20m scheme for installing state-of-the-art fish passes at several weirs located along the River Severn, included advice on strategic planning, site acquisition, public rights of way and CPO powers.

Torbay Council

Advising on the CPO for redevelopment of the Crossways Shopping Centre, Paignton including dealing with the CPO process from start to finish and related planning application. Dealing with implementation of the confirmed CPO.

Private Law Litigation and Dispute Resolution

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

Recognised internationally, our expert disputes lawyers offer pragmatic, commercial advice on complex disputes across a range of forums, ensuring rights are protected. We have a proven track record of achieving successful and amicable resolutions. Should litigation become necessary, we represent clients in the High Court, Intellectual Property Enterprise Court, UK and European trade mark offices, and other key forums, offering support throughout all stages of the process, including on appeal.

We have particular expertise in intellectual property disputes – including litigation, trade mark oppositions, cancellations, Company Names Tribunal, domain name disputes. We handle the clearance, ownership and protection of intellectual property rights – including trade mark and design rights, intellectual property audits, registrations and management of national and international portfolios.

Our expertise includes:

- Enforcement of rights such as IPRs and/or confidentiality.
- Various forms of tort.
- Claims for damages pursuant to the Human Rights Act 1998 or GDPR.
- Cost recovery in a non-contractual context.

Case studies

UK Ministry of Defence

Acting on copyright and database right infringement claims.

Government department

Defending a government department from allegations of loss of confidentiality in business secrets and proprietorial documentation and consequent impact on a key (cross-government) contractor. This involved threatened injunction and damages claims and the need for rapid review of the sensitivity of information and effectiveness of mitigation steps.

Department for Health and Social Care

Acting for Department of Health and Social Care on recovery claims in relation to PPE supplied during the pandemic which was not fit for purpose or otherwise not of satisfactory quality including negotiating settlements and risk assessment.

Government department

Acting for a government department in relation to claims for payment for work done outside contractual terms in connection with contractual exit and insourcing.

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Project and Asset Finance

Lot 2, Lot 4

We deliver specialist advice on complex financing transactions across projects, infrastructure, and asset-backed sectors.

Our team works with sponsors, lenders, investors, and public bodies to structure and execute deals that meet commercial objectives while complying with regulatory requirements.

From greenfield developments to refinancing and portfolio transactions, we help clients achieve bankable solutions that support long-term growth.

Our expertise includes:

- Advising on project and infrastructure finance for energy, transport, and social infrastructure, including public-private partnerships and multi-source funding structures.
- Structuring asset finance transactions for aviation, shipping, and rolling stock, as well as bespoke arrangements for regulated utilities and whole-business securitisations.
- Designing and implementing structured finance solutions, including public and private securitisations, loan portfolio sales, and receivables financing.

Case studies

Department of Energy Security and Net Zero

Advising on the financing of a major market intervention to deliver zone-scale district heat networks. Also advising on the financing and security structure for an area-wide low-carbon district heat network in South Westminster, using River Thames heat to supply over 1,000 buildings.

Banco Santander S.A

Advising a club of lenders comprising NORD/LB, Santander UK, Commonwealth Bank of Australia, Rabobank and Aviva Investors on a £240m refinancing package for the Gresham House Energy Storage Fund plc (GRID), a 1GW portfolio of 28 battery energy storage system assets.

Cardiff Parkway Developments

Advising on a JV among developers, Investec and the Welsh Government on the development and funding of a privately procured railway station in Wales. The financing strategy combines project finance, real estate finance, Tax Increment Financing, City Deal Funds and investor equity.

FirstGroup

Advising on two connected projects for FirstGroup's net-zero bus fleet: (1) creation of NextGen, a 50:50 JV with Hitachi to acquire and manage EV batteries, funded by equity and debt facilities from MUFG, SMBC and NatWest, with batteries leased back to FirstGroup; and (2) a £150m syndicated hire-purchase facility (green loan under LMA principles) with Lloyds, NatWest and Bank of America for the electric bus bodies.

Projects and Transactions

Lot 2, Lot 4

Burges Salmon advises public and private sector clients on complex projects, procurements and commercial transactions across regulated sectors including energy, water, transport, defence, financial services and digital infrastructure. Our clients include government departments, public authorities, utilities, infrastructure providers, investors and funders.

We support clients throughout the lifecycle of major projects and regulated assets, from strategy, procurement and regulatory structuring through to financing, delivery and operation.

Our multidisciplinary teams bring together projects, procurement, regulatory, finance, real estate, construction and dispute resolution expertise to provide integrated advice on complex transactions and programmes.

Our expertise includes:

- Major infrastructure and development projects.
- Strategic procurement and commercial delivery models, including Direct Procurement for Customers (DPC) and other innovative delivery models.
- Project finance, acquisition finance and refinancing.
- Commercial contract structuring and negotiation.
- Regulated sector transactions and investments.
- Regulatory compliance and governance.
- Operational asset, infrastructure and service transition arrangements.
- Legal project management, including via our dedicated LPM team.

Case studies

Affinity Water, Severn Trent Water and Canal & River Trust

Advising on the approximately £1bn Grand Union Canal Transfer Project, a nationally significant water infrastructure scheme anticipated to be one of the first major projects delivered using the DPC model, involving complex planning, procurement, regulatory and operational considerations.

TransPennine Trains

Advising on the procurement and financing of a new train fleet and depot. This included procurement strategy, market engagement, preparation of procurement documentation and stakeholder engagement with government and rail sector stakeholders. The project has a value in excess of £1bn.

UK Ministry of Defence

Advising on major defence procurement and infrastructure programmes, including the Army Collective Training Service (ACTS) programme, the A400M Training Service PPP project and the SKYNET military satellite programme.

National Wealth Fund

Advising the National Wealth Fund on its £50m equity investment in AMP Clean Energy, supporting the expansion of flexible battery storage infrastructure and the decarbonisation of industrial sectors across the UK.

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Projects/PPP

Lot 1a, Lot 1b, Lot 1c

Our specialist projects team advises across all stages of the project lifecycle, with particular expertise in PFI/PPP projects and highly regulated infrastructure. We advise on the development of commercial and procurement strategies, regulated procurement processes, and the drafting and negotiation of contract documentation.

We also provide contract management support during operations, including in relation to variations, disputes, refinancings and restructuring, as well as advising on contract expiry, handback and reprocurement. Our multi-disciplinary team provides specialist advice in financing, planning, real estate, tax, employment and pensions across sectors including energy, health, transport, defence, rail and education.

Our expertise includes:

- Delivering complex and high value infrastructure projects across sectors (including PFI/PPP projects and highly regulated infrastructure projects), from inception /procurement through to operations and expiry/handback.
- Advising procuring authorities and bidders (including funders and supply chain) meaning we have an understanding of drivers on all sides.
- UK wide projects under English, Welsh, Scottish and Northern Irish law.
- Consenting of large infrastructure.
- Community and social value provisions.
- Development of models, financing structures and pathfinders.
- Regulatory and compliance matters.
- Onshore and offshore outsourcing.

Case studies

Welsh Government Mutual Investment Model

Members of our team led advice to Welsh Government on the development of the Mutual Investment Model (MIM) standard forms and guidance, the most recent PPP model in the UK. Delivered the initial pipeline of MIM projects across education, health and roads sectors, including the Velindre Cancer Centre and 21st Century Schools WEP Strategic Partnering procurement.

Ministry of Defence

Advising since 2014 on the procurement of the Dreadnought and Astute class submarines, covering alliancing and collaboration structures and bilateral contracts across both programmes. Also advising on the naval nuclear propulsion programme, including negotiation and procurement of contracts with major strategic suppliers. Additionally, advising on the Skynet military communications satellite programme since the late 1990s, including acting on the Skynet 5 PFI (one of the UK's most successful PFI projects) and currently advising on Skynet 6, including appointment of a replacement service provider following PFI expiry and procurement of up to four satellites under the Enduring Capability Programme.

Handback/expiry

Acting on behalf of a large local authority in respect of the one of the first PFI projects to reach expiry.

Property and Real Estate Litigation and Dispute Resolution

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

We advise on real estate disputes and the management of risk across real estate assets, providing pragmatic, commercial advice from the early stages of a dispute through to complex litigation in courts and tribunals, helping clients resolve issues quickly while protecting their wider asset management and commercial objectives.

We act for commercial property institutions, banks, investment companies, and public sector and regulated clients across a broad range of contentious real estate matters.

Our expertise includes:

- Commercial landlord and tenant disputes, including lease renewals, rent reviews, service charge disputes, and tenant breaches.
- Development disputes including disputes concerning development agreements and on vacant possession strategies
- Electronic Communications Code disputes, including telecoms installations on land and access rights negotiations.
- Rights of way, easements, restrictive covenants, boundary disputes, and development disputes.
- Building safety disputes, including defective cladding, safety defects, and recovery of remediation costs.
- Secured lending recoveries, mortgage repossessions, enforcement, and property-related insolvency and restructuring issues.
- Strategic and high-value residential disputes and property-related professional negligence claims against solicitors and surveyors.

Case studies

The Crown Estate

advising on the contentious and non-contentious management of its £16bn portfolio of Rural, Traditional, Windsor, and Strategic assets, as well as administering Escheat property across the UK.

Network Rail

advising on the asset management of its £multi-billion portfolio of property assets.

GLD – Central Property

Advising GLD on a range of contentious real estate issues across its real estate portfolio.

Defence Infrastructure Organisation / UK Ministry of Defence

Advising on issues such as development agreement disputes, telecoms, residential issues and landlord and tenant

CMA

Advising CMA on landlord and tenant issues related to an office relocation including break options and dilapidations.

Local authorities such as Torbay Council, East Hampshire District Council, Enfield Borough Council and Kent County Council

Advising numerous local authorities on a range of real estate contentious issues including development agreement and SPA disputes, rights to light, boundary and easement disputes and retail asset management

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Property, Real Estate and Real Estate Finance

Lot 4

Our real estate lawyers work alongside planning, construction, finance, environment and dispute resolution colleagues to provide fully integrated support on complex real estate projects.

We have particular expertise in project-related real estate for large-scale regeneration and infrastructure schemes, including public/private JV partnering, development agreements and project finance.

Our expertise includes:

- Housing and urban regeneration schemes including public/private JV partnering and complex s106 obligations.
- Real estate finance for acquisition, development and residential projects, including structured investment transactions and sale and leaseback arrangements.
- Land promotion for residential development and development agreements.
- Real estate litigation related to projects including contested rent reviews, dilapidations and lease covenant enforcement.

Case studies

Greater London Authority

Advising on the £1bn Beam Park regeneration at Dagenham providing 3,000 homes, schools, leisure facilities and a new railway station, including complex s106 obligations, a tri-partite development agreement and two new energy centres.

Birmingham City Council

Advising on the Perry Barr development (former Commonwealth Games athletes' village), including disposal of phases, the sale of 487 homes to L&G, and development and management of 1,000+ homes on the site.

LGPS Central Limited

Advising the UK Direct Property Fund on acquiring c.£500m of directly held property investments including retail park acquisitions and asset management advice.

Public Inquiries - Support to Participants and Inquests Lot 1a, Lot 1b, Lot 1c, Lot 2

Public Inquiries: Support to Core Participants

We provide clear, strategic advice to help Core Participants navigate the complex procedural and legal issues surrounding public inquiries. We have significant experience of advising both statutory and non-statutory inquiries, giving us an understanding of the dynamics on all sides of an Inquiry.

Inquests: Support to Interested Persons / Solicitor to Inquests

We have extensive experience supporting Interested Persons and those involved in inquests, including advice on Article 2 ECHR, inquests with a jury, prevention of future death reports under Regulation 28 Coroners and Justice Act 2005, and the provision of witness and expert evidence.

Our expertise includes:

- Advising Core Participants on all aspects of statutory and non-statutory public inquiries, including responding to evidence requests from inquiries and Coroners, evidence identification, disclosure and document management (using Legal Project Managers and AI), and preparing witness statements and supporting witnesses through the evidential process.
- Responding to warning letters issued by inquiries.
- Advising on recommendations from inquiries and prevention of future death reports from Coroners, and any potential civil or criminal liability.
- Advising on reputational and risk issues, including media attention.
- Advising on strategic objectives and the balance between proactive and reactive participation.

Case studies

Post Office Horizon IT Inquiry – Core Participant

Members of our team acted as Recognised Legal Representative for Post Office Limited, a Core Participant in the Inquiry, advising on Phases 5 to 7. This included managing ongoing disclosure and Rule 9 requests, advising on complex legal and procedural matters (including without prejudice issues), supporting Post Office Limited during public hearings, and managing the Maxwellisation process for Volume 1.

The Southport Inquiry – Core Participant

Acting as Recognised Legal Representative for a Core Participant in the Inquiry.

Grenfell Tower Inquiry – Core Participant

Advising a core participant in the Inquiry on responding to the largest ever criminal investigation by the Metropolitan Police Service into allegations of corporate manslaughter and health and safety breaches.

Croydon Tram Derailment Inquest – Interested Person

Acting for the tram operating company in the 10-week inquests into the deaths of 7 people. Advising on approach to disclosure, taking witness statements, submissions on use of RAIB Report and application of the ‘Norfolk’ test and submissions on leaving unlawful killing conclusion to jury.

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Public Inquiries - Non-Statutory Independent Inquiries/ Reviews Lot 2

We advise on all aspects of non-statutory inquiries and independent reviews. We draw on extensive experience of acting both as solicitor to inquiries, and for interested persons and participants across non-statutory proceedings and Independent Reviews. In addition, members of our team have experience of acting as secretary to an inquiry, and within the operations and secretariat teams running inquiries.

Our insight into the dynamics on all sides of these investigations enables us to provide clear, strategic advice to help clients navigate complex procedural and legal issues. Our approach is designed to support BAU needs while ensuring compliance with inquiry requests.

Our expertise includes:

- Establishing and operating non-statutory inquiries, including advising on procedures, protocols, evidence management, report writing and recommendations.
- Advising participants on all aspects of inquiries including evidence identification, disclosure, document management and witness preparation to ensure full cooperation and adherence to any inquiry protocols.
- Handling sensitive proceedings including supporting whistleblowers, vulnerable witnesses and adopting a trauma-informed approach.
- AI specialists embedded in our disclosure teams to assist with case management, strategic review and disclosure.
- Delivering legal project management to ensure clients receive exceptional support across all aspects of planning and legal operations, reinforcing project co-ordination skills for effectiveness and cost-efficiency.

Case studies

Grenfell Tower Inquiry – Core Participant

Supporting a Core Participant with their disclosure review to respond to requests for documentation from the Inquiry. Also advising a Core Participant the Metropolitan Police investigation into allegations of corporate manslaughter and health and safety breaches.

Accident Investigation Branch Investigations

Acting for clients on complex, high-profile Rail Accident Investigation Branch investigations from the immediate aftermath through to its conclusions. Advising a leading aircraft manufacturer on a high-profile fatal aircraft accident investigation conducted by the AAIB, including legal and regulatory issues and the UK air accident investigation framework. Advising a major European airline in connection with an NTSB aircraft accident investigation involving multiple jurisdictions, including the application of ICAO Annex 13 and engagement with national accident investigation authorities across several states.

Carmont Inquiry

Acting for ScotRail Trains Limited in a Fatal Accident Inquiry into a passenger train derailment from immediate incident response through to fact-finding and criminal and safety investigations. Subsequently instructed to assist on its co-operation with all aspects of procedure and preparation for the Fatal Accident Inquiry, including advice and representation in evidential hearings and support on the submissions process.

Public International Law

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

Our public international team has expertise in assisting clients with cross-border regulatory issues, trade-regulated litigation, trade remedies, export controls, labelling and country of origin advice, business immigration, inward investment, cross-border M&A and international taxation.

Our nuclear team is also recognised for advising on the requirements of international nuclear law around the world. We act for governments, state owned nuclear developers, regulators and large international collaborations.

Our expertise includes:

- International dispute resolution, including international arbitration and choice of jurisdiction.
- Trade disputes, including sector-based tariff breach disputes.
- Trade remedies — anti-dumping, anti-subsidy and safeguarding investigations.
- Import/export regulatory requirements, including product liability, approvals, country of origin, labelling and taxation.
- International nuclear law covering safety, security, safeguards and liability.
- Nuclear export controls, international transport of nuclear materials and transboundary waste movements.
- Nuclear safeguards and co-operation agreements, and IAEA-related matters.
- United Nations Security Council Resolutions.

Case studies

Eurostar

Advising on the application of the Treaty of Canterbury between UK and France relating to management of the Channel Tunnel Fixed Link, including safety compliance, submissions to the Inter-Government Commission, charging and rights of access, and their interaction with EU, UK and French law.

Department for International Trade clients

Advising DIT clients such as GCB Cocoa Singapore Ltd (the world's fourth largest cocoa processing company) on their UK market entry and foreign direct investment projects.

Foreign nuclear regulator

Advising a foreign nuclear regulator on International Nuclear Law, including training staff, reviewing the state's implementation of the Convention on the Physical Protection of Nuclear Materials, amending framework nuclear laws and regulations, and institutional reform.

Foreign nuclear developer

Advising a foreign state-owned nuclear developer on the drafting of domestic nuclear legislation and nuclear liability legislation and adoption of a national policy on nuclear energy.

Advising **NI Translink** and (separately) **Eurostar** on continued operation and access to EU markets after Brexit leading to continuity agreements for both.

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Public Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4

Our public law team specialises in advising on complex, innovative and high-profile projects and challenges, including those with political, newsworthy or public interest dimensions. Our significant public sector client base means that we routinely deal with administrative and public law issues, including advice on subsidy control, equalities law and devolution.

Comprising former senior civil service lawyers, local government lawyers and secondees, the team offers significant first-hand experience of the public sector and the associated public law issues.

Our expertise includes:

- The status, powers and functions of Departments and other Central Government bodies (including Non-Departmental Public Bodies, executive agencies and trading funds).
- Subsidy control.
- Judicial reviews, inquiries and other associated dispute resolution.
- Devolved powers of the Welsh Assembly, Scottish Parliament and Northern Ireland Assembly and sub-national devolution.
- Acting for government and non-governmental bodies on contracts and litigation with a public law decision making overlay.

Case studies

Department for Education

Advising the Department for Education and the new Children's Services Company for Northamptonshire on the statutory direction to Northamptonshire County Council regarding children's social care services. We advised on all legal and commercial aspects, including corporate governance, outsourcing, employment/TUPE, pensions, property and third party contractual arrangements.

Foreign, Commonwealth and Development Office

Advising on a number of projects related to the response to the COVID-19 pandemic, including advising on the Secretary of State's powers in respect of the provision for and organisation of repatriation flights for UK citizens.

Equalities and Human Rights Commission

Acting for the EHRC as equalities regulator in defending a series of judicial reviews (including at Court of Appeal) regarding its consultation and publications on the application of the Equality Act 2010 to trans people following For Women Scotland. These high-profile challenges arose during a period of significant public debate.

Welsh Government and Transport for Wales

Advising on the transfer of the CVL Network from Network Rail to TfW as part of the wider Wales and Cross-Border Rail Service and Metro and on negotiations with the Department for Transport as to the exercise of powers in Wales.

Public Law Litigation and Dispute Resolution

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

We have public law disputes expertise across judicial reviews, regulatory decisions, procurement challenges and statutory obligations. We have considerable experience acting for government departments and agencies including the FCDO, Ministry of Justice, DHSC, FSCS, Equality and Human Rights Commission and the Home Office.

We understand the nuances of managing public sector litigation, including reputational sensitivity, stakeholder briefings, policy imperatives and public money pressures, and are experienced in ministerial briefings and risk-based analysis using the Attorney General's risk matrix. Senior team members hold DV or SC security clearance.

Our expertise includes:

- Structuring and project-managing complex, mission-critical public law disputes for government and public bodies, including large-scale electronic disclosure exercises.
- Judicial review defence, including claims brought by campaigning and public interest organisations.
- Alternative dispute resolution and pre-action resolution including use of contractual tools such as remediation plans.
- Rapid response in urgent emergency situations, reputation-critical investigations and specialist fraud recovery.

Case studies

Cabinet Office / Department of Health and Social Care

Defending five judicial reviews of procurement policy decisions, including the award of PPE contracts to a major international supplier and 'Moonshot' mass testing policy, working alongside Government Legal Department commercial teams.

Equality and Human Rights Commission

Defending the EHRC against judicial reviews and pre-action challenges in the High Court and Court of Appeal relating to its publications and consultation process following For Women Scotland.

Financial Services Compensation Scheme

Assisting FSCS in statutory recovery actions against financial services industry participants and insurers, including high-value individual matters worth multi-millions and large-scale portfolio actions covering issues such as PPI and SIPP mis-selling.

Non-departmental public body

Successfully defending against compensation claims worth over £220m under Section 283 of the Proceeds of Crime Act. Our team was engaged to defend all aspects of the claims and managed the review of around 700,000 documents on behalf of government departments as part of their respective involvement with a high-profile public inquiry.

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Public Procurement Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 4, Lot 5

We have extensive experience of working with authorities and utilities to design and implement regulated procurement processes under both the pre and post Procurement Act 2023 regimes. We also commonly work with bidders giving us a detailed understanding of bidders' commercial objectives and strategies when participating in regulated processes.

We provide expert assistance should disputes arise, either during the procurement process or post-award, and our team has been involved in many high-profile bid challenges brought before the Courts.

Our expertise includes:

- Procurement strategy
- Business case development
- Drafting specifications
- Contract drafting and development
- Tender document preparation and development including selection questionnaires, invitations to tender and other associated documentation
- Negotiation, dialogue and interactions with bidders
- Stakeholder engagement and governance
- Evaluation, standstill and award
- Mitigating and managing procurement challenges and disputes
- Procurement project management
- Subsidy control and funding arrangements including risk assessments following government guidance
- European Commission complaints and proceedings.

Case studies

Department of Health and Social Care

Advising on various procurement issues, including the development and operation of a Framework Agreement and subsequent Dynamic Purchasing System for supply of lateral flow testing devices for the detection of COVID-19.

Ministry of Justice

Advising in relation to procurement proceedings issued by a private sector contractor in relation to contracts for HM Courts and Tribunals Service.

Foreign, Commonwealth and Development Office

Advising on a range of procurements and numerous day to day queries, including the implementation and then operation of facilities management arrangements across its estate, the acquisition of IT and other services. As well as providing end to end support, our advice on ad hoc issues has included queries on material change and evaluation. We have also advised on risk mitigation and the avoidance of challenges.

UK Atomic Energy Authority

Advising on various procurement issues concerning the application of exemptions, the choice and structuring of processes and evaluation queries associated with UK Atomic Energy Authority's programme to support the development of Nuclear Fusion regulation in the UK. This has also included advising on risk mitigation strategies regarding potential challenges.

Public-Private Partnerships (PPP)

Lot 4

Our large and diverse team of specialist projects lawyers combines market-leading industry sector insight with the highest level of legal expertise to deliver clear, effective solutions to our clients. Critically, we have particular expertise in relation to projects involving the public sector, including specifically PFI/PPP projects.

We advise on complex, high-value projects at all stages of the project life cycle, including development of commercial and procurement strategies and business cases; establishing and supporting a regulated procurement process; drafting and negotiating contract documentation; contract management support during operations (including for example construction, commissioning, variations, disputes, refinancings, benchmarking and market testing and restructuring distressed projects); contract expiry and handback; and re-procurement or alternative service delivery.

Our multi-disciplinary team is structured to respond to the needs of large infrastructure projects, including specialist advice in areas such as financing, planning, real estate, tax, employment and pensions

Our projects lawyers have a proven track record of successful project delivery in a range of key infrastructure and wider sectors including energy, health, transport, defence, rail and education. We advise public and private sector clients, including bidders, contractors, FM providers, investors and funders so have a deep understanding of the issues from all perspectives.

Our expertise includes:

- Advising on a range of PPP structures including PFI, PPP, NPD, PF2 and MIM across sectors.
- PFI/PPP handback/expiry.
- PFI/PPP operational support and disputes.

Case studies

UKAEA

Advising the UK Atomic Energy Authority (UKAEA) on the STEP (Spherical Tokamak for Energy Production) PPP project to deliver a prototype fusion energy plant, targeting 2040, with a path to commercial viability of fusion.

UK Ministry of Defence

Advising the on various PFI/PPP projects, including on expiry. For example, advising the entry into and exit from the Skynet satellite PFI project, including advice on exit provisions, interface with incoming replacement contractor, ongoing design support arrangements and ensuring a level playing field in the competition for the new contractor.

National Highways

Advising National Highways on the transition out of the PPP concession agreement relating to Severn River crossings.

Mutual Investment Model

Members of our team led advice to Welsh Government on the development of the Mutual Investment Model ("MIM") standard forms and guidance, together with delivery of the initial pipeline of projects in the education, health and roads sectors.

Velindre Cancer Centre MIM Project

Our team continues to advise Velindre NHS Trust on the Velindre Cancer Centre MIM Project, during the construction phase.

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Rail Commercial Law

Lot 5

Our specialist commercial rail team is one of the largest, allowing us to resource multiple industry projects concurrently with appropriately qualified lawyers. We have extensive experience of advising authorities, train operators, freight operators, financiers and train manufacturers on a variety of rail commercial projects. Our deep and broad experience of the unique regulatory and operating environment allows us to provide rapid support for complex projects.

Our expertise includes:

- Advising on passenger rail contracts including competitions, extensions, direct awards, mobilisations and handovers.
- Advising on rolling stock transactions including Manufacture and Supply Agreements, maintenance arrangements and leases.
- Advising an authority on the procurement of a vertically integrated solution and infrastructure works to transform rail services (and the ongoing management of the delivery of those infrastructure works).
- Advising a public body on the procurement of facilities management and related services for rail assets across its network.
- Advising authorities, train operators and RDG on issues relating to the Ticketing and Settlement Agreement and fares.
- Advising authorities and train operators (both passenger and freight) on regulated access arrangements and licensing arrangements including on operations and new stations and depots.
- Advising on financing issues including in relation to rolling stock and depots.
- Advising on the formation of rail joint ventures and alliancing arrangements.

Case studies

Welsh Ministers (WM), Transport for Wales (TfW) and TfW Rail Ltd

Appointed as lead legal adviser to TfW and TfWRL on all rail matters, including: the award and terms of the TfWRL passenger rail contract; devolution and agency arrangements for cross-border services; management of TfW's contract with Amey Infrastructure Wales for infrastructure management services and transformation works on the Core Valley Lines; and operational rail contracts for new rolling stock, leasing, maintenance and depot access.

TransPennine Trains Limited

Advising on the procurement of a manufacturer, maintainer and financier for a new fleet of rolling stock as part of the Transpennine Route Upgrade. Our role includes advising on the regulated procurement process and preparing the manufacture and supply agreement, long-term maintenance agreement and leasing agreements.

Sizewell C

Advising Sizewell C on the procurement of works to construct new railway infrastructure to enable materials to be transported by rail freight to the site of a new power plant. Our role includes advising on asset protection, services, implementation, operations and maintenance agreements with Network Rail.

FirstGroup

Advising on National Rail Contract negotiations for GWR and AWC and on bids for TfL concessions.

Real Estate and Real Estate Finance

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our substantial commercial real estate group provides a comprehensive service across all asset classes, including investment, development, regeneration, portfolio management, landlord and tenant, real estate finance and dispute resolution.

We advise across the UK with notable expertise in office, industrial, logistics, housing, leisure and rural land property markets.

Our expertise includes:

- Complex and high-value freehold and leasehold acquisitions and disposals, fund structures and structured investment transactions.
- UK-wide asset and portfolio management, landlord and tenant advisory, occupational facilities management and corporate occupier services.
- Real estate finance including lending for acquisition, commercial and residential projects, and restructuring existing finance arrangements.
- Specialist areas including real estate policy, heritage and listed property, rural land and telecoms leasing.

Case studies

Financial Conduct Authority

Appointed on a five-year mandate to provide corporate occupier advice across the FCA's London, Leeds and Edinburgh offices, including landlord and tenant, real estate advisory and dispute resolution.

Post Office Limited

Providing real estate transactional and advisory services across the Post Office's extensive UK property estate, covering c.250 directly held properties and the full spectrum of landlord and tenant and development work.

LGPS Central Limited

Advising the UK Direct Property Fund on acquiring c.£500m of directly held property investments including retail park acquisitions and asset management advice.

Birmingham City Council

Advising on the Perry Barr development and on multi-lot procurement of responsive repairs and maintenance for the Council's housing stock.

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Regulatory Law

Lot 5

We have advised on the development of and compliance with rail specific regulation, including engagement with and appeals to ORR since privatisation. We have given regulatory advice to the full range of industry stakeholders including government authorities, infrastructure owners, passenger and freight operators.

Our expertise includes:

- Advising on the interpretation and application of the Railways Acts (including the Passenger Railway Services (Public Ownership) Act 2024), covering licensing, regulated access arrangements, passenger service designation, section 54 undertakings, enforcement, railway administration orders, and transfer schemes.
- Advising on the interpretation and application of the draft Railways Bill.
- Advising on the UK law derived from EU regulation, particularly regarding access arrangements, vertical integration, separation between infrastructure managers (IMs) and railway undertakings, capacity allocation and charging, passenger rights (including PRM compliance), safety compliance and awards of public service contracts under the Public Service Obligations in Transport Regulations 2023.

Case studies

Transport for Wales (TfW)

Advising on regulatory issues on the Core Valley Lines, including compliance with the Access Management Regulations and ROGs.

Welsh Ministers (WMs) and TfW

Advising on devolution arrangements between WMs and the Secretary of State, including agency arrangements for cross-border services. Also advised on the direct award of a new public service contract under the Public Service Obligations in Transport Regulations 2023.

Rail for London (Infrastructure) Limited

Advising on regulatory requirements applicable to the Crossrail Central Operating Section, including infrastructure manager requirements under the Access Management Regulations and proposed Investment Recovery Charge.

DFT Operator

Advising on the processes used to prosecute ticketless travel and on consumer protection issues.

Northern Ireland Transport Company

Advising on EU Regulation 1370/2007, Directive 2012/34 and the 4th Railway Package, including drafting a Public Service Contract for passenger transport services and advising on structures to comply with the NI equivalent of the Access, Management and Licensing Regulations.

ATOC/RDG

Advising on ticketing, ROGS, equalities, PRM compliance and passenger information requirements.

Restructuring and Insolvency

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

Our corporate restructuring and insolvency team provides specialist advice in connection with businesses facing a variety of financial challenges. For each matter, we assemble a team of experts from a range of legal disciplines and sectors, tailored to the client's specific needs.

Our contentious and non-contentious practice regularly advises on both domestic and cross border matters that span a wide range of sectors and clients; including companies, lenders, shareholders, opportunistic investors, insolvency practitioners, pension trustees, regulators and public bodies. We are active members of R3, INSOL Europe, the IBA, TMA and NARA.

Our expertise includes:

- Contingency planning, options analysis, supply chain review, enforcement analysis and contractual and transactional structuring advice
- Cross-border and domestic financial restructuring
- Distressed investing and MA (including debt sales)
- Corporate governance and directors' duties
- Pension schemes in stressed and distressed companies
- Schemes of Arrangement, Restructuring Plans, CVAs, Moratoriums, Administrations, Liquidations and Receiverships
- Insolvency litigation and asset tracing.

Case studies

Civil Aviation Authority

Acting for the regulator, on a large number of matters involving reporting on proposed changes to the debt and equity structures of ATOL license holders and ensuring that the Civil Aviation Authority's objectives, including the protection of customers, are appropriately addressed. This includes recommending, negotiating and implementing: new security, guarantees, subordination or other contractual protections in favour of the Civil Aviation Authority.

Department for Education

Acting for the Department for Education on a due diligence review on the proposed merger of three further education colleges. One of the colleges was financially distressed and the merger was the solution to avoid an Education Administration.

Foreign Ministry of Defence

Acting for a foreign Ministry of Defence on the insolvency of one of its critical UK suppliers. This includes negotiating with the prospective administrators of the UK supplier under compressed timescales to ensure continuity and quality of supply.

Care Quality Commission

Acting for the Care Quality Commission to prepare a legal independent business review in relation to a registered care provider which had breached certain financial covenants under its senior facilities agreement.

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Space Law

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

The space sector offers significant opportunities for innovation and commercial development, but it is also subject to complex regulatory requirements and distinct commercial challenges.

We advise on complex space projects across the supply chain, combining sector experience with a strong understanding of the UK and international legal framework to support civil, military, and dual-use projects.

Our expertise includes:

- Satellite financing and military satellite projects.
- Liability and risk for space activities including launch, in-orbit and re-entry operations; service delivery, operations outsourcing; and service and asset transition.
- Space system procurement, including commercial contracts for the design, manufacture, supply, launch, and operation of satellite and space systems.
- Regulatory and licensing issues, including compliance with spectrum, launch, re-entry and wider regulatory frameworks.
- Satellite data and intellectual property licensing, cyber security, project financing, and military and dual-use challenges.
- In-orbit servicing and manufacturing, including commercial agreements with third parties and advice on applicable regulatory frameworks.

Case studies

UK Ministry of Defence

Advising on the SKYNET programme for more than 25 years.

ExoAnalytic Solutions

Advising the US-based global leader in space domain awareness services on its acquisition of UK-based start-up 3S Northumbria.

Private sector clients

Advising defence and aerospace clients on teaming agreements, manufacturing contracts for spacecraft parts, and research services, regulatory compliance and licensing matters, helping to establish robust contractual frameworks for mission-critical spacecraft parts.

UAE Armed Forces

Advising on the YahSat military satellite communications project, including negotiating a capacity services agreement and ground terminal support contract to support secure, mission-critical communications.

Space sector regulatory and sustainability projects

Advising on UK space regulatory frameworks, licensing, liability and insurance issues, space sustainability initiatives, and emerging activities including in-orbit servicing and re-entry operations.

Sports Law

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

We advise on a broad range of sports law, regulation, and practice, with particular experience in sports disputes, regulatory and governance matters, integrity issues, and the legal issues arising from data, AI, and innovation in sport.

We act for sports clubs, governing bodies, brands, and sports organisations on contentious, commercial, and regulatory matters, with experience of matters before disciplinary panels, the High Court, the Court of Appeal, and CAS.

Our expertise includes:

- Regulatory, governance, integrity, and anti-doping issues in sport.
- Sports disputes and litigation, including matters involving media rights, sponsorship rights, event management, and breaches of industry regulations. brand protection, trade mark disputes, and wider intellectual property issues affecting sports brands and rights holders.
- Data protection, consumer, and regulatory advice relating to sports products, services, and innovative offerings. safeguarding, participant conduct, reputation management, and strategic risk mitigation for sports organisations and event organisers.
- Research, sports science, and innovation matters, including advice on the use of personal data and artificial intelligence in sports performance and development technologies.

Case studies

Brooks Running

Representing the UK subsidiary of Brooks Sports, Inc. in High Court trade mark infringement proceedings brought by Puma, including a multi-jurisdictional strategy spanning the UK, Germany, the Netherlands, and the US.

Start-up sports science company

Advising on data protection issues relating to a height prediction technology product used by athletes, parents, and coaches, including drafting a comprehensive UK GDPR-compliant privacy policy and advising on the use of children's personal data and AI.

Global sports organisation

Advising on safeguarding, data protection, and reputation management issues following the conviction of a tour participant for a sexual offence, including strategic and practical risk mitigation advice.

Global sports and leisure brand

Advising on the deployment of innovative member offerings, including strategic advice on data protection, consumer, and regulatory issues.

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Statutory Civil Recovery

Lot 3

Our statutory civil recovery remedies lawyers advise government bodies, law enforcement agencies and victims of fraud on the investigation, recovery and civil enforcement of assets linked to financial crime. The team has specialist expertise in civil recovery proceedings under the Proceeds of Crime Act 2002 (POCA), helping clients recover assets connected to unlawful conduct and navigate a wide range of investigative, freezing and enforcement powers.

We act on complex and often cross-border matters involving money laundering, corruption, sanctions breaches, fraud and crypto assets, supporting clients from the earliest stages of an investigation through to recovery proceedings and enforcement action.

Our expertise includes:

- Advising on civil recovery proceedings under Part 5 of the Proceeds of Crime Act 2002 (POCA).
- Obtaining and responding to Property Freezing Orders, Account Freezing Orders and related interim relief.
- Advising on Unexplained Wealth Orders and associated investigations.
- Asset tracing and recovery, including matters involving complex corporate structures and international jurisdictions.
- Recovery of assets linked to fraud, money laundering, corruption and sanctions breaches.
- Advising on crypto asset recovery and emerging financial crime enforcement powers.
- Managing enforcement of recovery orders and related appeals and post-enforcement proceedings.

Case studies

Government enforcement agency

Issued a £61.5m civil recovery claim under POCA relating to assets linked to the 'Azerbaijani Laundromat', held by a Politically Exposed Person.

Government enforcement agency

Advised on a £50m civil recovery investigation into property held by an Organised Crime Group, linked to money laundering, smuggling and bribery in central Asia.

Government enforcement agency

Secured Interim freezing, Unexplained Wealth and Property Freezing Orders in a case worth in excess of £2m – the UK's first instance of triggering POCA's presumption of recoverability.

Government enforcement agency

Achieved settlement of civil recovery claims against a Politically Exposed Person, who was the subject of the UK's first Unexplained Wealth Order.

Government enforcement agency

Obtained an Account Freezing Order over funds suspected as proceeds of grand corruption in the Seychelles, followed by a Forfeiture Order.

Government enforcement agency

Secured a settlement of Account Freezing Orders against accounts held by a religious figure who misused charitable funds.

Subsidy Control Law

Lot 5

Our subsidy control lawyers provide expert advice to clients and representation before regulatory authorities as well as UK and EU courts.

The team has worked on Subsidy Law issues for government and other public sector authorities as well as private sector entities, meaning that we understand the concerns and issues raised from all perspectives. Non-rail clients include the Vaccines Taskforce, DHSC and UKHSA on pandemic-related funding.

Our expertise includes:

- Advising on interpretation of subsidy legislation and case law (including under Subsidy Control Act 2022, WTO rules, the UK-EU Trade and Co-operation Agreement, the Northern Ireland Protocol, EU State Aid law and the Public Service Obligations in Transport Regulations 2023).
- Strategic advice on Subsidy Law compliance including on structuring complex transactions and/or funding arrangements.
- Representing clients involved in Subsidy Law litigation and disputes, including complaints to, and proceedings by, the European Commission and UK judicial review proceedings.
- Drafting and negotiating Subsidy Law compliant grant funding and other agreements.
- Assisting clients in referrals to the Subsidy Advice Unit within the CMA and in obtaining clearance for subsidies under EU State Aid law.

Case studies

Welsh Ministers & Transport for Wales (TfW)

Advising on the procurement and mobilisation by Welsh Ministers and Transport for Wales of an ODP to deliver rail services on the Wales and Borders network, we also advised on Subsidy Law in connection with funding from Welsh Ministers, the Secretary of State for Transport, the Cardiff Capital Region City Deal and the European Regional Development Fund. This included advising on compliance with State Aid regulations as to the application of such funding.

FirstGroup

Advising on the revision of franchise agreements for TransPennine Express and South Western using Emergency Measures Agreements and Emergency Recovery Measures Agreements and transition them to National Rail Contracts. As the first franchises to agree termination arrangements and move to an NRC we had to work in collaboration with DfT on various issues including Subsidy Law. We advised on calculation of the ERMA Termination Sums and setting the Cost Budgets and Business Plans under NRCs without overcompensation and in line with Regulation 1370/2007.

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Supporting Public Inquiries

Lot 1a, Lot 1b, Lot 1c

We act as Solicitor to the Inquiry for both statutory and non-statutory inquiries, providing strategic advice to Inquiry Chairs on complex procedural and legal issues under the Inquiries Act 2005 and Inquiry Rules 2006. We also act for Core Participants, giving us insight into the dynamics on all sides of an inquiry.

Our multi-disciplinary team includes Legal Project Managers and Cost Lawyers, and we have tested processes for evidence protocols, Core Participant applications, funding, closed hearings and document management.

Our expertise includes:

- Acting as Solicitor to the Inquiry, including advising on terms of reference, report writing, statement taking, instructing and managing Counsel to the Inquiry, and managing public hearings.
- Document management and disclosure including virtual data rooms, e-disclosure and use of AI, and monitoring and delivering the inquiry's legal spend on time and to budget.
- Judicial reviews arising from inquiries, including challenges in the UK COVID-19 Inquiry and the Omagh Bombing Inquiry.
- Acting for Core Participants as Recognised Legal Representative, including managing disclosure, Rule 9 requests, complex legal issues and the Maxwellisation process.

Case studies

UK COVID-19 Inquiry

Providing the solicitor team across all modules of the Inquiry. This includes the role of Solicitor to the Inquiry, lead module solicitors, managing complex legal challenges and procedural issues, assessment of the award of section 40 legal costs to Core Participants and managing the public hearings.

The Omagh Bombing Inquiry

Providing the solicitor team representing the Omagh Bombing Inquiry, including the Solicitor to the Inquiry. This includes managing complex legal challenges and procedural issues related to a sensitive and high-profile investigation into a terrorist bombing.

The Thirlwall Inquiry

Providing legal support to establish and operate the Thirlwall Inquiry. We assisted with setting up the Inquiry's structure, assisted with legal operations and provided the solicitor team representing the Thirlwall Inquiry.

Post Office Horizon IT Inquiry

Acting as Recognised Legal Representative for Post Office Limited across Phases 5 to 7, including ongoing disclosure, Rule 9 responses, public hearing support and the Maxwellisation process.

Sustainable Finance/ Green Finance

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

Our sustainable finance lawyers work with a diverse range of clients, including retail and private market funds, Financial Conduct Authority authorised investment managers, corporates, banks, pension schemes (public and private), trustees, family offices, philanthropists, charities, and high-net-worth individuals.

We advise on structuring products and investments that meet ESG objectives while ensuring compliance with evolving regulations. Our expertise spans financial regulation, corporate finance, banking, and private wealth.

Our environment and climate change practice is supported by legal specialists in social and governance risks. This unique combination allows us to offer clients a seamless, comprehensive service that addresses all aspects of sustainable finance.

Our expertise includes:

- Loan advice: Advising on green and sustainability-linked loans and the incorporation of appropriate conditionality in debt documents.
- Regulatory framework: Advising on the evolving national and global regulatory framework regarding ESG matters, and on ESG aspects of MA activity.
- Fund advice: Advising on the launch and operation of ESG-focused funds, including on the Financial Conduct Authority's Sustainability Disclosure Requirements (SDR) Energy regulation
- Pension scheme trustees: Advising on their Statement of Investment Principles.

Case studies

FundRock Partners

Advising on its successful application (as authorised fund manager of the FP WHEB Sustainability Impact Fund) to adopt a Sustainability Impact Label under the Financial Conduct Authority's Sustainability Disclosure Requirements (SDR) regime.

FirstGroup

Advising on the investment into, and deployment of, up to 1,000 electric buses with a combined value of approximately £200m.

St. James's Place

Advising on a major Sustainable Investment Fund transition including successful adoption of the Sustainability Focus label and appointment of a new fund manager.

Gravis

Advising on their portfolio financing of four storage assets including one construction BESS asset.

Balance Power

Advising on its £300m partnership arrangement with TagEnergy to build out, own and operate 500MW of new energy storage projects and advising on development and operational matters in relation to these projects.

OnPath Energy

Advising leading UK renewables developer OnPath Energy on a bilateral financing to support the development of its Mill Rig Wind Farm project, a 33.4MW Scottish onshore wind scheme.

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Tax Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 5

We provide pragmatic and effective tax advice to public sector clients across a wide range of matters and transactions, including in the transport, infrastructure, technology, and real estate sectors.

We advise government departments, executive agencies, local authorities, including local government pension schemes, and other public and institutional bodies. Our team's reputation is reflected in its membership of committees including the Law Society Corporation Tax Sub-Committee and the City of London Law Society's Revenue Law Committee.

Our expertise includes:

- Advising on all direct and indirect UK tax aspects of corporate, real estate, funds and financing transactions.
- Advice on stamp taxes including stamp duty, stamp duty land tax (SDLT), land and buildings transaction tax (LBTT) and land transaction tax (LTT).
- VAT advice.
- Tax advice on acquisition, holding and investment structures, as well as on restructurings and reorganisations.
- Real estate tax advice, including advice on property acquisition and development transactions, including sub-sales and forward funding arrangements.
- Employment tax advice, including employment tax status and off-payroll working (IR35).
- Finance and funds tax advice.
- Negotiating and drafting documents dealing with tax risk.
- Advice regarding reputational issues in relation to tax.

Case studies

Local Government Pensions Scheme Pool

Tax advice in relation to the implementation of an authorised contractual scheme to pool real estate investment assets of a pool of Local Government Pensions Schemes.

Statutory Body

Advising in relation to real estate tax-related matters, including on complex lease surrender and regrant transactions, exchange transactions, estate sales and transfers of going concerns (TOGCs), SDLT and VAT.

Executive Non-Departmental Public Body

SDLT and tax advice in connection with the development funding arrangements for a science centre.

Executive Agency of a Government Department

Advice in relation to the withholding tax treatment of certain payments.

Government Department

Advice in relation to the negotiation of contractual provisions relating to tax in relation to a procurement programme.

Executive Non-Departmental Public Body

Advice on contractual provisions relating to the Construction Industry Scheme.

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