

# RM6240 Public Sector Legal Services

**Lot 1a: Lot 1a – Full Service  
Provision – England and Wales**

**Lot 2a: General Service  
Provision – England and Wales**

Version 2: 1 November 2022

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## Disclaimer notice

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

# Introduction

**Public law specialists** working across government

**100+ years** serving the public sector, advising local authorities and public bodies across the UK

**National coverage** across 7 locations

**100+ central government and other public sector clients**

including the vast majority of London boroughs, numerous county councils, multiple unitary authorities, local and district councils across England, Local Government Association, and many NHS Trusts.

Cambridge

Leicester

London

Manchester

Milton Keynes

Northampton

Norwich



## Delivering top quality legal services to the public sector is at the heart of our consortium.

Collectively, we have been trusted advisers to the public sector for decades, developing particularly strong relationships with in-house local authority lawyers and government clients across an extensive range of projects and departments. Our commitment to working with the public sector is unwavering – we share your values, understand the way that you work and are delighted to have the opportunity to work with you over the life of this new framework.

### Proactive and flexible delivery, including:

- 'Black letter' legal opinions
- Delivering strategic, planning and commercial approaches
- Reviewing and advising on cabinet member briefings and reports
- Advising on the full range of legal issues, including procurement and vires
- Being fully embedded as part of a team
- Attending senior leadership team briefings/ cabinet meetings/scrutiny (as appropriate) and acting as a critical friend
- Peer reviews
- Overflow and contingency support

Extensive government experience, with lawyers who understand policy context and are embedded with clients to fully understand their ways of working.

## The Consortium

Our consortium of two firms means we can provide a much wider pool of resources, skills and expertise than we could alone. With us, you don't just get the best lawyer from one firm – you get the best team of lawyers from both firms.

The consortium is led and managed by Sharpe Pritchard and provides a seamless service to clients in the public sector. We have considerable experience of delivering as a consortium (having done so under the previous panel), offering a unique breadth and depth of expertise, people and specialist knowledge. Together, we provide the necessary experience, resilience, resources and 'can-do' approach to meet and exceed our clients' expectations.

**2 firms,  
1 complete  
service**

**Recognised  
public law  
experts**

**Seamless  
delivery  
of service  
excellence  
to the public  
sector**

## Team Structure



**Julia Rudin**  
Supplier  
relationship  
manager

**Supplier relationship manager:**

Julia Rudin | M: +44 (0)7584 706 569

**Point of contact for bid/tender opportunities:**

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**Working with the Consortium:**

You can choose to instruct either firm individually or as a group to pool resources. Your preference will lead us in the approach we take to allocating work within our Consortium.

### Team sizes and key contacts – Lot 1a: Mandatory specialisms

Specialism	Team size	Key contact
Administrative and Public Law	50-75	Alastair Lewis
Non-Complex Finance and Investment	25-50	Haydon Simmonds
Contracts	50-75	Paula Dumbill
Competition Law	0-25	Peter Collins
Corporate Law	25-50	Oliver Pritchard
Data Protection and Information Law	0-25	Charlotte Smith
Employment	0-25	Paula Bailey
Information Technology	0-25	Charlotte Smith
Infrastructure	0-25	Nicola Sumner
Intellectual Property	0-25	Ryan Copeland
Litigation and Dispute Resolution	25-50	Simon Kiely
Partnerships	25-50	Matthew Thompson
Pensions	0-25	David Leach
Public Procurement	25-50	Julia Rudin
Property, Real Estate and Construction	75-100	Jo Pickering
Energy, Natural Resources and Climate Change	0-25	Robert Starr

### Team sizes and key contacts – Lot 1a: Optional specialisms

Specialism	Team size	Key contact
Retained EU Law and EU Law	0-25	Steve Gummer
Planning	0-25	Bernadette Hillman
Projects	50-75	Roseanne Serrelli
Restructuring and Insolvency	0-25	Carl Mifflin
Food, Rural and Environmental Affairs	0-25	Alastair Lewis
Franchise Law	0-25	Paula Dumbill
Health, Healthcare and Social Care	0-25	Oliver Pritchard
Charities Law	0-25	Catherine Scott
Health and Safety	0-25	Robert Starr
Licensing Law	0-25	Simon Kiely
Outsourcing/Insourcing	25-50	Sally Stock
Media Law	0-25	James Howarth

### Team sizes and key contacts – Lot 2a: Elective specialisms

Specialism	Team size	Key contact
Property and Construction	50-75	Jo Pickering
Social Housing	0-25	Estelle Corner
Debt Recovery	0-25	Satnam Chayra
Planning and Environment	0-25	Bernadette Hillman
Litigation/Dispute Resolution	25-50	Satnam Chayra
Intellectual Property	0-25	Ryan Copeland
Employment	0-25	Paula Bailey
Healthcare	0-25	Oliver Pritchard
Primary Care	0-25	Robert Starr

## Social Value

We are committed to offering social value internally and in support of our clients' own initiatives. We are proud to give back to the communities in which we live and work. By adopting a best-of-breed, collaborative approach, we bring together the best practice of our two firms and are identifying and implementing the activities with greatest impact to widen our influence nationally.

### Equality, diversity and inclusion: continuing to build an inclusive workplace

Our decades-long commitment to tackling inequality and improving equality, diversity and inclusion (EDI) is in our DNA and evidenced in the makeup of our workforce. We've made enormous strides in respect of employment, skills and pay for women and under-represented groups and are committed to continuing to do so. After decades of EDI initiatives, we exceed 50% women and under-represented groups both generally and at board level.

We have formed a joint social mobility action group with EDI ambassadors and agendas and share best practice. We host joint EDI initiatives, such as allyship and neurodiversity training. These help us to build authentic and inclusive cultures. We're also Disability Confident employers.

We will continue to take part in Best Companies surveys, which feed back anonymous responses on fairness, pay and reward.

We partner and collaborate with organisations to raise EDI awareness, such as Norwich4Jobs and the careers teams at the University of East Anglia to attract candidates from lower socio-economic backgrounds. We offer solicitor apprenticeships to open up access into law. We are signed up to the 10,000 Black Interns programme and Sharpe Pritchard's first intern has recently accepted a training contract with us.

We work with Prime, Sutton Trust and Reach Out 2 Kids to run a dedicated work experience programme with skills workshops for youths from disadvantaged and ethnic minority backgrounds and provides career skills workshops with Fitzrovia Youth in Action.

### Environmental goals: working together for a better world

Reducing our environmental impact is central to our ambitions and those of our clients. Sharpe Pritchard is partnered with Planet Mark to help us achieve our aims of carbon net zero by 2025. Over the next year, we will be working towards reducing our carbon emissions and sharing our journey with our community to inspire others. By being more strategic about our environmental responsibility, we will be able to significantly increase our positive impact.

Howes Percival has committed to becoming carbon neutral by 2030 and is a member of the Legal Sustainability Alliance (LSA). Howes Percival and its dedicated Environmental Committee has already embarked on a series of initiatives to reach this target which include reducing the use of paper and optimising recycling across offices.

So far we have protected an area of endangered rainforest thanks to Cool Earth; a charity working alongside rainforest communities to halt deforestation and have also supported the Eden Project.

### Our partners:





# Lot 1a: Mandatory Specialisms

## Administration and Public Law

Given the predominance of our public sector client base, many of our lawyers have a good grounding in public law, across many disciplines. We advise regional and local authorities, government departments and arm's-length bodies on a range of public law issues.

### Case studies

**Government Department:** We advised the department in relation to secondary legislation at the decision-making stage. Includes advice on development consent orders for nationally significant infrastructure projects. Advice has included detailed legislative drafting, vires, human rights, equalities, parliamentary procedure, Crown rights and statutory and government policy interpretation.

**Police and Crime Commissioner (PCC):** We advised a PCC who wanted to perform the fire and rescue functions in their area on (i) the consultation requirements of the relevant legislation, (ii) whether the PCC's proposals satisfied those requirements and (iii) the steps needed under the legislation to prepare. The PCC was able to place itself in a good position with a well-thought-out plan to perform fire and rescue functions and launch a robust consultation exercise which complied with the legislation.

**Statutory Regulator:** We carry out work for a statutory regulator operating as an arm's-length body of a government department. We have experience of advising on the use of statutory powers, including the requirements around consultation and drafting consultations for the appropriate audience. Our experience in this area includes understanding the interaction of the regulator's powers with the private law affecting the regulated sector, vires considerations and data protection and potential human rights implications.

### Contacts

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## Non-Complex Finance and Investment

Our banking and finance specialists provide tailored legal advice to a broad range of public and private sector borrowers, lenders, funders and investors accessing or providing credit. Our expertise spans many sectors, including housing, healthcare, energy and education.

### Case studies

**Regional college:** We advised a prominent regional college in respect of £11,500,000 of working capital facilities provided by UK clearing banks and the Secretary of State for Education.

**Trade Association:** We acted for a leading "full-market" trade association in relation to their £100,000,000 Revolving Credit Facility.

**Merchant Bank:** We acted for a leading, privately owned merchant bank in relation to the restructuring of a complex cross-border facility of c.£21,000,000.

**Leicester County Cricket Club:** We advised the Club in respect of secured loan facilities from Leicester City Council. In addition to negotiating the loan facilities with the Council, we were required to negotiate intercreditor arrangements with other secured lenders and ensure that the arrangements were approved by the England and Wales Cricket Board.

### Contacts

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## Contracts

We have specialist contracts lawyers with the required technical knowledge of all aspects of contract law, extensive practical experience of commercial and operational issues arising before and after contracts are signed, across a broad range of government contracts.

### Case studies

**London Borough of Hammersmith and Fulham:** Advising on all its contract and procurement matters using a dedicated legal team, including its waste collection and street cleansing contract and an agreement with Transport for London for works to Hammersmith Bridge.

**Seven Police Forces:** We advised on the procurement of a Higher Education Institute partner to provide the Police Education Qualifications Framework.

**South Norfolk Healthcare CIC (SNH):** SNH is a GP provider organisation covering the South Norfolk region. In light of the commercial healthcare expertise within the team, we were instructed by SNH to assist it in the preparation and negotiation of contractual documentation governing the arrangements under which SNH would administer NHS Primary Care Network funds on behalf of the Mid-Norfolk Primary Care Network and would supply certain primary care support services to the Primary Care Network GP practices. This commercial work demanded the specialised knowledge of the team in how NHS Primary Care networks are structured and their operational arrangements.

### Contacts

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#### Julia Rudin

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## Competition Law

Our competition team provides specialist advice across the full spectrum of UK and EU competition law. We act for a diverse range of clients from UK government department, local government and regulated utilities.

### Case studies

**A County Council:** We advised the Council on a new form of district heating project. This project involved direct contracts with residential customers on a long-term basis with automatic price resets. We advised the Council on the application of competition law and Consumer Rights Act 2015.

**Portsmouth Water:** We advised on the competition act implications of an 80 year bulk supply agreement between Thames Water and Southern Water with limited termination provisions and a long-term fixed price structure. This involved detailed consideration of regulated economics and price controls as well as issues arising from potential market abuse and dominance. We also advised Portsmouth Water on its renegotiation of its licence conditions to make this project possible.

**Ofwat:** We advised Ofwat (as part of a consortium) on the legal risks and challenges of multi-sector delivery of major reservoir schemes – including likely regulated, environmental, contractual and competition issues.

**Gloucestershire County Council:** We advised the council on all aspects of its proposed enhanced partnership under Schedule 10 of three Transport Act 2000 including providing advice on the market intervention justification as required by the statutory competition test.

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## Corporate Law

Our experts regularly advise central and local government on a wide range of corporate law matters from mergers and acquisitions, corporate finance, corporate structuring for service delivery and corporate governance.

### Case studies

**Department for Work and Pensions:** We advised the Department for Work and Pensions/UK Government Investments and the other selling shareholders on the sale of the entire issued share capital of Working Links (Employment) Limited to Aurelius Investments, a German private equity fund.

**Department for Work and Pensions:** We advised the Department for Work and Pensions on the loan and security documentation underpinning the measures brought in by the Loans for Mortgage Interest Regulations 2017.

**Houses of Parliament Restoration and Renewal Sponsor Body:** We advised on the incorporation of the Restoration and Renewal Delivery Authority Limited, a not-for-profit company limited by guarantee that will deliver the restoration works to the Palace of Westminster and implementing a detailed corporate governance structure.

**Covent Garden Market Authority:** We advised CGMA, a statutory corporation accountable to DEFRA, on a detailed review of its corporate governance arrangements to ensure alignment with best practice.

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## Data Protection and Information Law

Data is transforming government engagement with the public through the development of new digital services. We provide support to government departments, local authorities and the wider public sector in meeting the considerable challenges this opportunity brings.

### Case studies

**Arms-Length Government Body:** We advised an arms-length government body on a number of queries relating to both current and previous freedom of information requests it had received. Our advice considered the legal and practical implications of responding to requests out of time, the regulatory powers of the ICO in upholding the FOI regime and the scope for applicants to complain about the handling of others' information requests. We also advised on the approach to an FOI request relating to cyber security and the exemptions which can entitle a public authority to withhold or deny information which may prejudice the prevention of crime.

**Regulator:** We advised a regulator, in the lead-up to the GDPR and Data Protection Act 2018 coming into force, on its record of processing activities. This involved providing support on-site, working with the regulator to analyse data flows across the organisation and determine the lawful bases of processing. We also supported the regulator with updating the data protection provisions in contracts. Following GDPR coming into force, we provided a paralegal secondment to the regulator to support the data protection team with an increase in subject access requests and one of our partners acts as deputy DPO to the regulator.

**Cyber security firm:** We advised on contracts for the supply of its security threat analysis solution and penetration testing services across various jurisdictions, including the provision of services to central banks and financial institutions across Europe and overseas.

### Contacts

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## Employment

Our employment team's public sector clients include government departments, regulators and local authorities, other executive agencies. We support and align with their commercial and people strategies, providing pragmatic advice which balances risk with service delivery.

### Case studies

**Employment Tribunal:** We acted on a recent case that we won for our client, Curve Theatre, in Leicester, brought against it by an actor, who had been cast as the lead in the Color Purple (an iconic lesbian role) and whose engagement was terminated by Curve following a backlash from the public after it became apparent that she had previously published anti-gay posts on Twitter. The actor's claims were for breach of contract and discrimination and harassment because of her religious beliefs. We successfully defended the litigation on their behalf (including the actor's appeals in the EAT against ET judgements relating to preliminary issues) and were also successful in being awarded our client's full costs of defending the claims, subject to detailed assessment.

**HR Support:** We advised a multi-national company in relation to a disability discrimination complaint brought by a senior manager who was absent from work due to cancer. The case was complex as it involved a significant number of allegations over an extended period of time and encompassed related claims under the Human Rights Act and the Data Protection Act. The matter involved management of a grievance processes, dealing with an equality questionnaire as well as an employment tribunal claim.

### Contacts

#### Paula Bailey

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## Information Technology

Our specialist technology lawyers provide a deep technical experience and understanding of the issues drawing on experience having advised both customers and major suppliers in relation to IT contracts and issues.

### Case studies

**Police Authority:** We advised a police authority on its Data Analytics for Everyone Project. The force procured a web-based business intelligence (AI) and big data analytics cloud-based platform and application, to mainstream data analytics across the force. The key aim is to allow police officers and staff to use data to help them improve their performance and to provide insights into threats, risks and harm, which can be easily visually presented to look at trends and anomalies.

**Government Department:** We advised on the procurement of a software as a service (SaaS) contract for the department's programme to undertake conditions surveys at premises in England, using the restricted procedure and the CCS Model Services Contract.

**Two local authorities:** We advised two Councils on their joint procurement of an enterprise resource planning (ERP) system using the competitive dialogue procedure. The Councils procured a single supplier framework agreement for a cloud-based Software as a Service ERP solution across both Councils' finance, procurement, debtors, HR and payroll operations.

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## Infrastructure

We have advised on some of the most significant and complex infrastructure deals in the UK in the last decade. We act for local and central government, utilities, contractors and major landowners.

### Case studies

**Thames Tideway Tunnel:** We acted for Thames Water Utilities Ltd from 2012 to 2017 on all aspects of this £4.2bn project, from procurement of early enabling works contracts, drafting the main tunnelling contracts to the strategy and delivery of the infrastructure provider. Their work included advising on commercial strategy, complex drafting, advice on governance, on procurement and regulatory law, compliance, assurance.

**Water and regulated sector:** We are advising on the new direct procurement for customers (DPfC) model and guidance to apply to all new water infrastructure with a totex of £100m+ (PPP equivalent in water sector). We also advise Portsmouth Water on procurement and construction of a new reservoir and bulk supply agreement.

**Heating, renewables, waste and energy – Defra:** We advise local authorities on district heating schemes, including an innovative retrofit project. We have advised on over 18 waste and energy PFI/PPP projects. Our work includes advising Defra (WIDP) on the model form contract and guidance for waste projects in the UK.

**Transport:** We are providing procurement advice and commercial assurance for significant UK rail-related projects for which DfT is sponsor. This includes advising on commercial assurance for Network Rail capital and operational projects, the commercial and procurement strategy for Lower Thames Crossing, and the delivery of a hydrogen bus project.

### Contacts

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## Intellectual Property

Intellectual property is a valuable, under-exploited asset in the public sector. New technologies make the role of IP in the provision of government services more critical than ever through protecting government-funded innovation and a potential source of income from commercialisation.

### Case studies

**A County Council:** We advised on the Council's intellectual property position having developed computer software in collaboration with an external provider. The Council required advice on all composite parts of the integrated software, including the software object and source code, design features, integrated mechanisms and associated design. We provided clear advice which enabled the Council to best protect its position and we are now in the process of guiding the Council through the necessary documentation and registrations required as part of the wider launching of the software to the general public.

**Business Software Alliance:** We are instructed as sole representatives in the UK on behalf of the Business Software Alliance whose members include Autodesk, Bentley, Siemens, PTC and many other software companies. We run the BSA's enforcement programme in the UK, acting against companies who are not properly licensed when using the software of the likes of the BSA members listed above. Much of the software in use is either pirated or illegally downloaded from the internet or simply being used on more computers than they have licences for.

**Westminster City Council:** Advising on its protective rights regarding the imagery, layout and colours used on their well-known street signs. We have also recently been engaged on a separate distinct project for the Council which we are currently advising on.

### Contacts

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## Litigation/Dispute Resolution

We provide dispute resolution and litigation services across the public sector, including civil and criminal cases. We are adaptable, resilient and can offer support on not only complex, in-depth cases, but also the processing of bulk litigation.

### Case studies

**Royal Borough of Kingston:** We acted for the Borough in a Court of Appeal case challenging earlier jurisprudence that arrangements for local authorities to collect water rates from their social housing tenants on behalf of water companies made the local authorities 'water resellers' and subject to statutory caps on recovery limits. The case was supported by 25+ other local authorities as well and had multi-million-pound ramifications.

**London Borough of Hammersmith and Fulham:** We advised in the case of Ocean Outdoor UK Limited v LB of Hammersmith and Fulham in the Court of Appeal and below successfully defending a procurement challenge. This was the first case to consider the Concession Contracts Regulations 2016 in detail.

**NHS Trust:** We advised on disputes under the Trust's PFI construction and maintenance agreement with the SPV Project Co, and through them, the facilities management contractor. Claims are being made both by the FM Contractor against the Trust, and by the Trust against the Contractor, and relate to both complex questions of contractual interpretation under relational contracts, and important safety-related issues. We are advising the Trust on the strength of its position and giving the Trust strategic advice in the management of the claims and in gathering evidence to support the claims. Given the long-term nature of the PFI contract, these disputes are of great importance to the client. The amount currently in dispute is around £20m, but because the PFI Contract runs for a further 20+ years, the effect of binding decisions in these matters is likely to be far-reaching.

### Contacts

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## Partnerships

Our experience in partnership law focuses on the creation of delivery structures for projects where the public sector is looking to partner with the private sector. We also provide advice to pension funds on the terms of their investments where partnership structures are being used.

### Case studies

**Development Joint Ventures:** We advised Hertfordshire County Council on the procurement of a joint venture partner to develop its surplus land assets. We advised on the initial corporate structuring and advised on the proposal to set up the joint venture as a limited liability partnership. We developed and partnership agreement and all related documentation. We have advised on similar partnership arrangements for Brentwood Borough Council, West Sussex County Council, Peterborough Borough Council, Southend-on-Sea Borough Council and the London Borough of Merton. The potential value of each of these partnership procurements exceed £500m.

**Derbyshire County Council:** We advised Derbyshire Pension Fund and other pension funds on the terms of investments set up using a limited partnership structure. Our advice typically involves undertaking detailed due diligence exercises and advising on the terms of the investment documentation in the limited partnership context.

**Fleur Developments Limited:** We advised on a property development joint venture with institutional investor Barwood Capital. Our corporate, banking and property teams worked together to incorporate the JV vehicle, negotiate the JV agreement between Fleur and Barwood, acquire the site, deal with the bank finance and investment and associated security arrangements for the project and to draft and negotiate a development management agreement setting out the arrangements for Fleur to develop the site at Blakeney in Norfolk.

### Contacts

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## Pensions

Our experienced lawyers have specialist knowledge in contentious and non-contentious pensions law. Our wide experience and deep technical knowledge allows us to communicate complex legal issues in a user-friendly manner.

### Case studies

**Local Government Association:** We advised on standard outsourcing terms where there are existing local government staff entitled to pension protection on transfer to a private sector employer, and the associated Admission agreement.

**A Fire Service:** We advised on pension and abatement of pension on return to the service, allegations of improper exercise of a discretion to abate a pension for an officer who returned as a staff member and had their pension abated. This work included dealing with the Pensions Ombudsman.

**Suffolk County Council:** We advised on the closure of a Pension Fund for employees of Ipswich Buses.

**Three District Councils:** Advising regarding TUPE and pension aspects of the outsourcing of a shared service including a bespoke admission agreement for the pension fund.

**London Fire and Emergency Planning Authority:** We advised the Authority on the procurement, drafting and negotiation of a contract with a private sector contractor for the administration of the Fire Fighters Pension Schemes and Compensation Scheme.

### Contacts

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## Public Procurement Law

We cover all aspects of domestic and EU public procurement law and are experienced acting for UK government departments, NDPBs, ALBs, utilities, local authorities, regulators and judiciary on major public procurement exercises including large and complex government projects.

### Case studies

**DfE teacher recruitment, training and retention:** We advised on a suite of national projects for the provision of initial teacher training, early career teacher services and national professional qualifications for teachers/headteachers. These projects are central to implementation of the key government education policies, including the establishment and thereafter operation of the new Institute of Teaching. Our end-to-end work includes advice on how best to structure each procurement and to address the inter-play between the procurements and service delivery thereafter.

**Seven Force Strategic Collaboration Programme:** We advised the Seven Force Strategic Collaboration Programme on its first-generation outsourcing for a Higher Education Institute partner to collaboratively deliver the Police Education Qualifications Framework (PEQF). This is a ground-breaking procurement for the implementation of a new national policy that makes significant changes to the way that police constables are recruited and trained.

**Portsmouth Water and Thames Water:** We are advising on all procurement, construction and commercial aspects of the Havant Thicket Reservoir project under the Utilities Contracts Regulations. This is the first new reservoir to be built in the South East since the 1970s and is being developed in collaboration with Southern Water. We are retained by Thames Water to advise on the procurement and delivery Thames Tideway Tunnel project, the largest infrastructure project ever undertaken by the UK water industry.

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## Property, Real Estate and Construction

We advise on a broad range of real estate and construction matters, from some of the UK's most prestigious and high-profile projects (such as the Restoration and Renewal of the Houses of Parliament) to major infrastructure projects.

### Case studies

**Repurposing government buildings:** We carried out a strategic review of the alternative uses of historic government property in Westminster, including an analysis of the restrictive covenants affecting the property, the potential beneficiaries of such covenants and detailed advice as to the prospects of success and costs in negotiating release or application for modification or discharge to the Upper Tribunal (Lands Chamber).

**Energy from Waste Facility:** Our client required a state-of-the-art energy from waste facility, capable of meeting its long-term needs on a sustainable and cost-efficient basis. The construction documentation was required to respond to these needs throughout the procurement, construction and delivery phases.

**East Cambridgeshire District Council:** We acted for the Council's wholly owned subsidiary trading and development company in relation to the acquisition of a large site from the Ministry of Defence to be developed with affordable housing and the complex £24,400,000 financing to fund the transaction.

**Royal Borough of Greenwich:** The Woolwich Works comprising five listed buildings within the Royal Arsenal Complex, the scheme is socially and economically important for the locality and London. Full suite of professional appointments (using the NEC3 PSC form) as well as the main works construction contract (using the NEC3 ECC form).

### Contacts

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## Energy, Natural Resources and Climate Change

We have broad experience of the energy and natural resources sector. We are currently working with clients in the public and private sectors on a range of challenges arising as a result of the pandemic, and on the legal and risk aspects of the energy transition as it affects both sectors.

### Case studies

**EDF:** We have advised Sizewell C (as part of the in-house team) on the government support package and regulatory framework to create a new regulated asset base model for the Sizewell C nuclear power plant. This has involved detailed consideration of regulatory structures and government support package proposals.

**County Council:** We advised the Council on its park and ride project which includes EV charging and solar generation. Advice has included construction and operation and maintenance arrangements, vires, licensing implications, statutory compliance for EV charging and subsidy control issues.

**Local Authority:** We advised the Council on its proposed creation of an energy from waste private wire network including issues of vires, licensing, statutory compliance, structuring, financing models, procurement and subsidy control.

**Borough Council:** We advised the Council on its long-term major heat supply connection with a house builder. The Council is the provider of a district heat network and we have advised and drafted the heating connection agreement and advised on regulatory, competition, vires and other relevant issues.

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# Lot 1a: Optional Specialisms

## Retained EU Law and EU Law

Our lawyers have extensive experience advising on EU law and retained EU law matters covering a diverse range of topics, including public procurement, subsidy control, and data protection.

### Case studies

**Gloucester County Council:** We advised the Council on State aid compliance in the use of £218 million of Housing Infrastructure Forward Funding to carry out highway infrastructure works that will unlock c.9,000 units of new housing. In addition to advising on ongoing State aid compliance, we advised on the Grant Determination Agreement terms and conditions and negotiated commercial and legal issues with Highways England.

**Hertfordshire LEP:** We advised Hertfordshire Local Enterprise Partnership on State aid compliance of a wide variety of infrastructure, education and innovation projects and on applicable exemptions under the General Block Exemption Regulation. We also advised the Hertfordshire LEP on the Grant Agreement terms and conditions, dealt with negotiations from grant recipients' legal advisers and assisted with the required notifications under the SANI system.

**Research Organisation:** We advised a research organisation in a £100 million project to construct research and development infrastructure that will primarily be used for the discovery of new medication for the treatment of cancer. Our support ensures ongoing compliance with the State aid regime.

**Government Department:** We have advised a government department on State aid issues on a number of topics regarding Teaching School Hub, Early Career Framework, National Professional Qualification and Initial Teacher Training.

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## Planning

Our planning lawyers act for the private and public sector, including central government and local planning authorities, major housing developers and significant landowners, including the National Trust.

### Case studies

**London Borough of Lambeth:** We advise the Council as local planning authority on all aspects of planning law. This includes negotiating complex planning agreements, advising at planning committee and ad hoc advice and training. We have acted for the Council on all its major planning applications in recent years, including negotiations on planning agreements for regeneration at Vauxhall, the Clapham Park housing estate redevelopment and the Oval cricket ground.

**Suffolk County Council and Sizewell C:** We advised the County Council as host authority, highway authority and strategic planning authority throughout the development consent order process on Sizewell C. This is a great example of two of the consortium firms working seamlessly together on the same matter for the same client, with one advising on the DCO process (including appearing at the Examination) and the other negotiating the complex and completely novel deed of obligation which was used instead of a section 106 agreement in this case.

**Countryside Properties:** We are advising Countryside Properties on the creation of a new village. This is a major mixed-use development at a 210-hectare site to include 3,500 new homes; a village centre to include shops services and leisure opportunities; community services to include new health facilities, two primary schools and a secondary school; open space sports and leisure facilities; and strategic landscaping. Having worked on the EIA legal review prior to submission and subsequent resubmission of the application, we are working on the s.106 and advising on strategy generally.

### Contacts

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## Projects

We have worked at the heart of the PPP programme since the mid-1990s, acting on complex, high-profile and innovative UK projects. We are recognised for our commercial and pragmatic approach and sought after to help deliver or run commercial assurance on complex projects.

### Case studies

**Thames Tideway Tunnel:** We acted for Thames Water Utilities Ltd from 2012 to 2017 on all aspects of this £4.2bn project, from procurement of early enabling works contracts, drafting the main tunnelling contracts to the strategy and delivery of the infrastructure provider. Their work included advising on commercial strategy, complex drafting, advice on governance, on procurement and regulatory law, compliance, assurance.

**Water and regulated sector:** We are advising on the new direct procurement for customers (DPfC) model and guidance to apply to all new water infrastructure with a totex of £100m+ (PPP equivalent in water sector). We also advise Portsmouth Water on procurement and construction of a new reservoir and bulk supply agreement.

**Milton Keynes College and Codemakers Academy:** We advised our client in relation to its successful application for Government funding of £18M+ for the creation of a new Institute of Technology. We were the lead law firm advising in relation to the bid which was supported by other global and local partners (including Microsoft, KPM, McAfee and Cranfield University). Our involvement included provision of advice in relation to the procurement, charity law, creation of new subsidiaries, memorandum of understanding, construction projects, intellectual property and the drafting and negotiation of the collaboration agreement itself. We also advised in relation to all employment aspects, including restructuring advice, TUPE consultation, pensions and pay.

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## Restructuring and Insolvency

We have a worldwide team of specialist and dedicated international structuring lawyers combining a high-quality service with local knowledge and expertise. We offer integrated restructuring advice and a fast-moving, commercial approach to insolvency issues.

### Case studies

**The Insolvency Service/Secretary of State for Business, Energy and Industrial Strategy:** We were instructed to provide advice on the investigation into the failure of BHS Limited and connected companies and subsequently to have conduct of directors' disqualification proceedings against Dominic Chappell and two other defendants. This was an important matter in view of the public interest in the failure of BHS. The disqualification proceedings were commenced in April 2018 and a final hearing took place as regards Dominic Chappell and his father Joseph Chappell in October 2019, where Court Orders were obtained for their disqualifications for 10 years and five years respectively. A disqualification undertaking was obtained from a further BHS director, in January 2020.

**Mark Ranson (of Armstrong Watson) (Office Holder):** We acted for the Trustee in Bankruptcy in an estate which saw antecedent transactions with a value of over £12m siphoned off, including overseas property, FURBS trusts, offshore investments and hundreds of thousands in cash. This case ran for five years and has seen assets traced to Spain, Jersey, Eastern Europe and beyond. The work involved has been painstaking in following funds due to the lack of co-operation and then subsequent death of the Bankrupt. It also involves the unravelling of several FURBS trusts (unregulated pension schemes).

**HMRC:** We advised and acted for HMRC on the leading case of Rochdale Drinks regarding the appointment of provisional liquidators.

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## Food, Rural and Environmental Affairs

We can advise on legal issues arising out of the food and rural affairs sectors and have extensive experience in advising on environmental matters and in particular waste management, sewage/waste water and energy matters.

### Case studies

**Thames Tideway Tunnel:** We were instructed by Thames Water Utilities Limited on the £4.2bn Thames Tideway Tunnel. We advised on the development consent order (DCO) for the project (as seconded internal resource) and on the main construction contracts. In obtaining the DCO, we worked alongside the external solicitors and QCs preparing the application documents. We then advised on specialist areas. In addition, we advised on over 30 construction procurements including the main tunnelling contracts. We were involved at all stages of the procurement under the UCR of the main system integrator for the Project, from the initial OJEU notice to negotiation and award of final contracts to the successful bidder.

**Defra Waste Infrastructure Delivery Programme:** Defra and 15 local authorities appointed us to advise on this major government programme. It included more than £3bn capital funding from central government through a mix of PFI, PPP and financing through the public works loans board. We drafted the standard form contract and guidance (WIDP model form), including complex provisions for service credits, availability payments, refinancing, change in law, change control and payment mechanisms. Treasury approved the model and mandated it for use nationally. At the height of the programme we advised 12 authorities and Defra on procurements, each with live stages of negotiation or competitive dialogue. We reviewed, amended and marked up contracts from across the industry.

**Agricultural purchasers:** Advising purchasers of agricultural properties subject to tenancies, mines and minerals exceptions, new easements for services and access and dealing with purchases involving unregistered land and the transfer of Basic Payment Scheme entitlements, water abstraction licences & stewardship schemes.

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## Franchise Law

We have outstanding experience advising clients in relation to franchising in the UK and internationally. These relationships are complex, and expertise is required to prepare franchisor and franchisee to operate with the right amount of collaboration to enhance each other's reputation.

### Case studies

**Motorway Services Operator:** We advised a motorway service station operator on a variety of terms for its franchise relationships with national and international brands including Starbucks, KFC and Pizza Express. We provided assistance from heads of terms stage all the way through the negotiations of bespoke franchise arrangements and variations to existing arrangements.

**Retail Telecoms:** We provided assistance to retail franchisees who have begun franchise relationships with an international mobile telecoms company, advising both in relation to the franchise and data protection agreements, as well as the real estate interests with the franchisor.

**Fitness Centres:** We have provided advice including drafting and negotiating a suite of franchise documents and customer terms for a fitness-specialist franchisor as it begins a national roll-out of a new chain of gyms across the UK.

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## Health, Healthcare and Social Care

Providers of health and social care services face many challenges including the current and very immediate challenge of COVID-19, often striving to provide essential services in a financially challenging environment whilst subject to intense scrutiny from regulators, the media and the public.

### Case studies

**NHS England:** We advised NHS England on the statutory guidance for managing conflicts of interests within NHS Clinical Commissioning Groups (CCGs). The guidance was designed to provide CCGs with a framework for managing the conflicts of interest which inevitably arise in connection with the commissioning of publicly funded clinical services by “GP led” commissioning groups. We also assisted NHS England in designing the materials used for the mandatory annual training program for CCGs on managing conflicts of interest, including case studies and scenarios to illustrate the key principles of the guidance.

**Derby Teaching Hospitals NHS Foundation Trust (DTHFT):** We advised DTHFT on its successful “merger by acquisition” with Burton Hospital NHS Foundation Trust, to create a new £600m turnover University Hospitals of Derby and Burton NHS Foundation Trust. This included advising the board of directors and the governors of DTHFT on the statutory merger process, liaising with legal advisers to NHS England and Monitor (the regulatory body with responsibility for oversight of NHS trust mergers) and drafting the legal documents required to give effect to the statutory merger.

**Disciplinary Investigations:** We have advised numerous clients in relation to disciplinary investigations and dismissals involving allegations where residents have suffered injuries either as a result of alleged abuse, malpractice, or a failure to follow procedures (such as manual handling or care plans).

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## Charities Law

We advise registered, exempt and statutory charities on a broad range of constitutional, operational, transactional, governance and compliance issues, strategically supporting executives and boards on vires, diversified structures, charity mergers and corporate governance.

### Case studies

**A London Borough:** We advised the client, as a corporate trustee of an educational charity, on the disposal of premises on the open market. The premises could be disposed of subject to an order of the Charity Commission having first been obtained. In making the application to the Commission, the Council had to be satisfied that the premises were no longer needed for the objects of the charity, leaving out of such a decision its own interest as a landowner and education authority.

**A City Council:** We advised on the charity law implications of bringing services previously spun out to a charitable organisation back in house, including making serious incident reports to the Charity Commission.

**A County Council:** We advised on the establishment of a charitable organisation for the delivery of certain services.

**A Vet Charity:** We advised in relation to a statutory instrument. The Order gave effect to a Charity Commission scheme for the administration of the charity, which was regulated by private Acts of Parliament. The scheme broadened the objects of the charity in relation to the provision of veterinary treatment at reduced rates, as well as free treatment, educating the public in animal health and welfare and extending the charity’s investment powers. We provided advice specifically on procedure, and in particular the procedure under section 73(3) of the Charities Act 2011.

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## Health and Safety

We have wide experience in health and safety matters and our specialist lawyers pride themselves on their strategic thinking and pragmatic approach. Our experience includes advising health and safety organisations and professionals on law and compliance.

### Case studies

**Challenging Public Body Enforcement Action:** We advised a national health and safety services company in respect of enforcement action taken against it by the Health & Safety Executive (HSE). We successfully challenged the action through HSE's formal dispute procedure, demonstrating it had incorrectly applied the law. This was a matter of the utmost seriousness because, had the client failed in its challenge, a precedent would have been set and it would have needed to review both its business model and services methodology for several thousand of its own clients.

**Professional Football Club:** We represented a football club prosecuted, along with its catering provider, by a local authority for fire safety offences relating to non-match day events, under section 3 of the Health and Safety at Work etc. Act 1974. At a late stage, further allegations relating to match days were introduced, for which convictions would have had profound implications in relation to fines, the club's ground safety certificate and its ability to host UEFA tournaments. We convinced the authority to accept a plea to a single non-match day offence under the Regulatory Reform (Fire Safety) Order 2005 on a very limited basis. The club was fined a much lower amount than expected, reputational damage was mitigated and the potential consequences of match-day offences were avoided.

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## Licensing Law

We have extensive experience in acting for local authorities in relation to licensing matters. Our licensing solicitors aim to provide practical and technically excellent advice to both operators of licenced premises and others interested in the carrying on of licensable activities.

### Case studies

**A Trading Association:** We advised a trading association representing bookmakers in relation to the statutory regime relating to gambling.

**Pubs Code Adjudicator:** We act for the Pubs Code Adjudicator and we have members of staff working closely with them as secondees.

### Contacts

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## Outsourcing/Insourcing

We offer exceptional client service, expertise across sectors, industries and models, and practical, commercial legal advice to ensure your project will be attractive to the relevant market. We know the industry, service providers and the HM Government Sourcing Playbook well.

### Case studies

**Apprenticeship Training Services:** We advised an executive agency sponsored by a government department on the procurement of multiple training providers of apprenticeship services, following the introduction of the apprenticeship levy, for non-levy-paying employers. Over 700 contracts were awarded. Whilst the agency had contracted for similar services previously the introduction of the apprenticeship levy was a major change in government policy resulting in a contentious requirement and a very high degree of market interest and stakeholder scrutiny.

**Facilities Management:** We have advised on a number of high-profile facilities management contracts including establishing a joint, one-estate approach to property management for The London Boroughs of Westminster, Kensington and Chelsea and Hammersmith and Fulham.

**Major Provider of Community Healthcare Services:** Our newly appointed Head of Commercial Services led the legal team advising on a multi-million pound outsourcing project for a leading community healthcare provider, outsourcing its finance, IT, property and HR services. This was a significant project for the Trust requiring the appointed supplier to achieve significant cost reductions and improved service quality and efficiencies over the lifetime of the contract.

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## Media Law

We have a team dedicated to the media and creative industries sector. This team includes experts in all relevant disciplines and lawyers who have in-house sectoral experience. This means we can offer in-depth and highly tailored legal expertise.

### Case studies

**Gareth Bull:** We represented a lottery winner in suppressing a publication which breached his privacy rights. Following a completely successful outcome in the Supreme Court, an order was subsequently obtained against the author, having her declared a vexatious litigant and barring her from bringing a claim in England & Wales.

**Media Client:** We acted in a successful Article 8 (privacy) claim that went to the Supreme Court, including striking out the libel counterclaim and putting the opponent under an Extended Civil Restraint Order.

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# Lot 2a: Elective Specialisms

## Property and Construction

We advise on a broad range of property and construction matters, from some of the UK's most prestigious and high-profile projects (such as the Restoration and Renewal of the Houses of Parliament) to major infrastructure projects.

### Case studies

**Repurposing government buildings:** We carried out a strategic review of the alternative uses of historic government property in Westminster, including an analysis of the restrictive covenants affecting the property, the potential beneficiaries of such covenants and detailed advice as to the prospects of success and costs in negotiating release or application for modification or discharge to the Upper Tribunal (Lands Chamber).

**Energy from Waste Facility:** Our client required a state-of-the-art energy from waste facility, capable of meeting its long-term needs on a sustainable and cost-efficient basis. The construction documentation was required to respond to these needs throughout the procurement, construction and delivery phases.

**East Cambridgeshire District Council:** We acted for the Council's wholly owned subsidiary trading and development company in relation to the acquisition of a large site from the Ministry of Defence to be developed with affordable housing and the complex £24,400,000 financing to fund the transaction.

**Royal Borough of Greenwich:** The Woolwich Works comprising five listed buildings within the Royal Arsenal Complex, the scheme is socially and economically important for the locality and London. Full suite of professional appointments (using the NEC3 PSC form) as well as the main works construction contract (using the NEC3 ECC form).

### Contacts

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## Social Housing

We provide a comprehensive service, advising housing associations and other registered providers of social housing, as well as charities and local authority development companies, on all aspects of social housing.

### Case studies

**Subsidiary of District Council:** Advising a wholly owned subsidiary of a district council on a joint venture structure for the acquisition and development of a large site comprising a disused ex MOD barracks with low density housing of over 80 units, including acquisition, S106 and planning advice, a land swap, plot sales set up and sales of private and affordable plots.

**District Council:** We advised a district council private development delivery vehicle in connection with the acquisition of a large residential development site with the benefit of outline planning permission for approx. £12m. The acquisition included the negotiation of a joint venture agreement with another developer acquiring adjacent development land in order to deal with cross-planning obligations.

**Registered Provider:** We acted for a local authority owned registered provider of social housing on the acquisition of new build affordable housing, including negotiation and grant of a management lease, and first tranche disposal of the shared ownership homes.

**Shared Ownership:** We advised on tactics concerning nuisance involving a shared ownership lease where the tenant was causing problems due to dementia and psychosis.

### Contacts

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## Debt Recovery

We are known for undertaking Government work through the Insolvency Service Panel which includes work for the Official Receivers across England and Wales. We assist our clients assistance across the spectrum of debt recovery and are experienced in undertaking complex, high value and high profile recovery work.

### Case studies

**Fraud Recovery:** We assisted with a recovery arising from fraud discovered in relation to some finance agreements. A settlement sum was agreed with the other party of £157,000 and our firm provided assistance with the recovery of the shortfall to include service of statutory demands to ensure full recovery was made to include interest and costs.

**Unpaid Invoices:** We assisted with recovery of unpaid invoices in respect of fees in the sum of £97,500 + VAT. The matter was contested by the Defendant who disputed terms of the contract and disputed that our client was the effective cause of the placement of the staff leading to the invoice. Proceedings concluded shortly before trial with a recovery of £100,000 on behalf of our client.

**Franchise Agreement:** We advised a client on recovery of sums totalling £47,000 due under a franchise agreement.

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## Planning and Environmental

We act for the private and public sector, including central government and local planning authorities, major housing developers and significant landowners, providing market-focused advice concentrated in the waste management, construction and energy sectors.

### Case studies

**Waste Composting Plant:** We advised the owners of an essential waste composting plant whose aim was to keep operating. We adopted a two-pronged approach: reduce complaints and, in that context, convince the regulators that there was no breach of the environmental permit or any statutory nuisance due to odour emission. Our work included liaison with the regulators and local liaison group. We achieved a reduction in complaints. It seemed rumours of the site taking in certain types of food and animal by-product waste had galvanised objections. Visits to the site were arranged and the regulators agreed a means of reporting which reduced pressure on management. The site remains open.

**Environmental Impact Assessments:** Our planning team frequently advise on environmental issues in the context of significant planning schemes. This includes advising a government department on environmental impact assessment and habitats points arising on development consent order applications for nationally significant infrastructure projects, and also advising promoters of and objectors on EIA and habitats on major planning proposals.

**Suffolk County Council and Sizewell C:** We advised the County Council as host authority, highway authority and strategic planning authority throughout the development consent order process on Sizewell C. This is a great example of two of the consortium firms working seamlessly together on the same matter for the same client, with one advising on the DCO process (including appearing at the Examination) and the other negotiating the complex and completely novel deed of obligation which was used instead of a section 106 agreement in this case.

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## Litigation/Dispute Resolution

We provide dispute resolution and litigation services across the public sector, including civil and criminal cases. We are adaptable, resilient and can offer support on not only complex, in-depth cases, but also the processing of bulk litigation.

### Case studies

**Royal Borough of Kingston:** We acted for the Borough in a Court of Appeal case challenging earlier jurisprudence that arrangements for local authorities to collect water rates from their social housing tenants on behalf of water companies made the local authorities 'water resellers' and subject to statutory caps on recovery limits. The case was supported by 25+ other local authorities as well and had multi-million-pound ramifications.

**London Borough of Hammersmith and Fulham:** We advised in the case of Ocean Outdoor UK Limited v LB of Hammersmith and Fulham in the Court of Appeal and below successfully defending a procurement challenge. This was the first case to consider the Concession Contracts Regulations 2016 in detail.

**NHS Trust:** We advised on disputes under the Trust's PFI construction and maintenance agreement with the SPV Project Co, and through them, the facilities management contractor. Claims are being made both by the FM Contractor against the Trust, and by the Trust against the Contractor, and relate to both complex questions of contractual interpretation under relational contracts, and important safety-related issues. We are advising the Trust on the strength of its position and giving the Trust strategic advice in the management of the claims and in gathering evidence to support the claims. Given the long-term nature of the PFI contract, these disputes are of great importance to the client. The amount currently in dispute is around £20m, but because the PFI Contract runs for a further 20+ years, the effect of binding decisions in these matters is likely to be far-reaching.

### Contacts

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## Intellectual Property

Intellectual property is a valuable, under-exploited asset in the public sector. New technologies make the role of IP in the provision of government services more critical than ever through protecting government-funded innovation and a potential source of income from commercialisation.

### Case studies

**A County Council:** We advised on the Council's intellectual property position having developed computer software in collaboration with an external provider. The Council required advice on all composite parts of the integrated software, including the software object and source code, design features, integrated mechanisms and associated design. We provided clear advice which enabled the Council to best protect its position and we are now in the process of guiding the Council through the necessary documentation and registrations required as part of the wider launching of the software to the general public.

**Business Software Alliance:** We are instructed as sole representatives in the UK on behalf of the Business Software Alliance whose members include Autodesk, Bentley, Siemens, PTC and many other software companies. We run the BSA's enforcement programme in the UK, acting against companies who are not properly licensed when using the software of the likes of the BSA members listed above. Much of the software in use is either pirated or illegally downloaded from the internet or simply being used on more computers than they have licences for.

**Westminster City Council:** Advising on its protective rights regarding the imagery, layout and colours used on their well-known street signs. We have also recently been engaged on a separate distinct project for the Council which we are currently advising on.

### Contacts

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## Employment

Our employment team's public sector clients include government departments, regulators and local authorities, other executive agencies. We support and align with their commercial and people strategies, providing pragmatic advice which balances risk with service delivery.

### Case studies

**Employment Tribunal:** We acted on a recent case that we won for our client, Curve Theatre, in Leicester, brought against it by an actor, who had been cast as the lead in the Color Purple (an iconic lesbian role) and whose engagement was terminated by Curve following a backlash from the public after it became apparent that she had previously published anti-gay posts on Twitter. The actor's claims were for breach of contract and discrimination and harassment because of her religious beliefs. We successfully defended the litigation on their behalf (including the actor's appeals in the EAT against ET judgements relating to preliminary issues) and were also successful in being awarded our client's full costs of defending the claims, subject to detailed assessment.

**HR Support:** We advised a multi-national company in relation to a disability discrimination complaint brought by a senior manager who was absent from work due to cancer. The case was complex as it involved a significant number of allegations over an extended period of time and encompassed related claims under the Human Rights Act and the Data Protection Act. The matter involved management of a grievance processes, dealing with an equality questionnaire as well as an employment tribunal claim.

### Contacts

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## Healthcare

Healthcare providers face many challenges including the current and very immediate challenge of COVID-19, often striving to provide essential services in a financially challenging environment whilst subject to intense scrutiny from regulators, the media and the public.

### Case studies

**NHS England:** We advised NHS England on the statutory guidance for managing conflicts of interests within NHS Clinical Commissioning Groups (CCGs). The guidance was designed to provide CCGs with a framework for managing the conflicts of interest which inevitably arise in connection with the commissioning of publicly funded clinical services by "GP led" commissioning groups.

**Derby Teaching Hospitals NHS Foundation Trust (DTHFT):** We advised DTHFT on its successful "merger by acquisition" with Burton Hospital NHS Foundation Trust, to create a new £600m turnover University Hospitals of Derby and Burton NHS Foundation Trust. This included advising the board of directors and the governors of DTHFT on the statutory merger process, liaising with legal advisers to NHS England and Monitor (the regulatory body with responsibility for oversight of NHS trust mergers) and drafting the legal documents required to give effect to the statutory merger.

**Disciplinary Investigations:** We have advised numerous clients in relation to disciplinary investigations and dismissals involving allegations where residents have suffered injuries either as a result of alleged abuse, malpractice, or a failure to follow procedures (such as manual handling or care plans).

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# Primary Care

We can assist with many of the issues providers of health and primary care services face in providing essential services in a challenging financial environment whilst subject to intense scrutiny from regulators, the media and the public.

## Case studies

**GPs and Dental Practices:** We advise GPs and dental practices on sales and acquisitions of practices, including assisting with the drafting of complex ongoing shareholder and partnership arrangements.

**Primary Care Networks:** We advise Primary Care Networks (PCNs) on their constitutional and governance arrangements including incorporation of PCN companies, and arrangements to hold and administer PCN funding on behalf of the Network's GP practice members.

**Disciplinary and Dismissals:** We advise numerous clients in relation to disciplinary investigations and dismissals involving allegations where residents have suffered injuries either as a result of alleged abuse, malpractice, or a failure to follow procedures (such as manual handling or care plans).

**GP Partnerships:** We act for a number of GP Partnerships in the leasehold acquisition of surgery space at NHS Community Health Partnerships premises. This involved complex lease documents and advice on NHS incorporated practice guidelines for use of the premises (LIFT lease). The timescales for completion were crucial to the tenant's needs to ensure that certain NHS funding and financial requirements were met, which we successfully achieved.

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