Government
Commercial
Agency
Supplier



Veale Wasbrough Vizards LLP

RM6374 Legal Panel for Public Sector LLP.

Awarded Lots: 1a,1b, 2 and 3

September 2026. Version control 1.

vwv:

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Digital Tool Tagline

We confirm that we are a multi-disciplinary provider and can support you with a wide range of specialisms as shown in this Prospectus.

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

Supplier Introduction.

Our firm

We are a public sector law firm with over 600 people and more than 90 Partners supporting clients across the UK and internationally from our offices in Bristol, Birmingham, London and Watford.

Public sector clients have been a core focus of the firm for over 30 years, and we are very proud of the track record and the relationships we have built. Our clients include devolved administrations, health and education bodies, local and regional government organisations, non-departmental public bodies, executive agencies, emergency services and third sector organisations.

Our team understand the environment in which public sector clients operate, including legal, reputation and financial considerations.

Firm values

We are not just a law firm - we are a responsible business committed to long-term, positive change. As a values-driven firm with extensive experience supporting the public sector, our commitment to our three key pillars - people, communities and environment/ sustainability, is embedded in our Responsible Business programme, underpinned by a strategy endorsed by our Management Board.

Our vision is:

"To be admired for our unparalleled partnerships and building successful relationships that support, challenge and champion progress for all."

This guides how we engage with clients, colleagues and communities, ensuring social value is core to all we do. Throughout our working relationships we apply these principles to deliver relevant, proportionate, measurable and meaningful social value aligned with client's requirements.

Why work with us?

When working with us, you can expect to be met with the same values, and dedication to your company and mission. We are a people first firm, prioritising our client relationships above all.

We combine deep, proven expertise in the public sector with delivery aligned to your values and objectives, tailored ways of working, technology-enabled efficiency, and a demonstrable commitment to public sector duties, inclusion, sustainability and community impact.

Our reliability and commitment to deliver our services is also complemented by our deep immersion in the public sector and our understanding of its pressures, constraints and challenges. We work as part of the team to guide our public sector clients through the complex issues and decisions which are required. Many of our lawyers have considerable in-house local authority experience - including in heads of service roles - meaning we speak the language and recognise the wider political and stakeholder context.

Innovation

Innovation at VWV is grounded in our Innovation Strategy. We have a hybrid approach building our own capability, so that we can embed our sector expertise into our solutions, and buying where there is an unmet need that is better catered to by a legal tech provider.

As AI has matured in the legal sector, we've taken a practical, client-first approach to its use. Over the past year, we have introduced a series of AI initiatives focused on how we deliver legal services to clients, making sure we still prioritise a face-first approach, whilst also providing cost effective strategies and streamlined advice.

Team Structure.



Michelle Bendall
Supplier Relationship Manager
mbendall@vwv.co.uk
0117 314 5326



Kirsty Beard
Key point of contact for bid & tender opportunities
kbeard@vwv.co.uk
0117 314 5436



Allison Cook
Partner & Head of Public Sector
acook@vwv.co.uk
0117 314 5466

Andrew Andrews
Partner
aandrews@vwv.co.uk
020 7665 0864
Health and Safety, Health, Healthcare and Social Care, Public Inquiries - Support to Participants and Inquests, and Food, Rural and Environmental Affairs.

Andrew Gallie
Partner
agallie@vwv.co.uk
0117 314 5623
Information Law including Data Protection.

Allison Cook
Partner
acook@vwv.co.uk
0117 314 5466
Employment Law, Pensions Law, Employment Litigation and Dispute Resolution, Defence and Security Law, and Tax Law.

Ben Holt
Partner
bholt@vwv.co.uk
0117 314 5478
Commercial Litigation and Dispute Resolution, Dispute Resolution and Litigation Law, Media Law, and Private Law Litigation and Dispute Resolution.

David Bird
Partner
dbird@vwv.co.uk
0117 314 5382
Planning, and Environmental Law.

Doug Locke
Partner
dlocke@vwv.co.uk
0117 314 5602
Intellectual Property, and International Trade.

Ed Husband
Partner
ehusband@vwv.co.uk
0117 314 5233
Debt Recovery, and Restructuring and Insolvency.

Ed Rimmell
Partner
erimmell@vwv.co.uk
0117 314 5232
Contracts, Energy and Natural Resources, Franchise Law, and Outsourcing.

Huw Morgan
Partner
hmorgan@vwv.co.uk
0117 314 5293
Construction.

Jacob Scott
Legal Director
jscott@vwv.co.uk
0117 314 5272
Information Technology Law.

Jos Moule
Partner
jmoule@vwv.co.uk
0117 314 5650
Partnership Law.

Laura Chesham
Partner
lchesham@vwv.co.uk
0117 314 5314
Charities.

Lisa Kirkman
Consultant
lkirkman@vwv.co.uk
07468 698 977
Public Law, and Public International Law.

Michelle Bendall
Partner
mbendall@vwv.co.uk
0117 314 5326
Housing Law, Property and Real Estate Litigation and Dispute Resolution, and Real Estate and Real Estate Finance.

Natalie Wargent
Partner
nwargent@vwv.co.uk
0117 314 5433
Children and Vulnerable Adults, Education Law, and Supporting Public Inquiries.

Paul Gershlick
Partner
pgershlick@vwv.co.uk
01923 919 320
Life Sciences.

Robert Collier
Partner
rcollier@vwv.co.uk
0117 314 5472
Corporate Law, Corporate Finance, Equity Capital Markets, Finance and Investment, Financial Services, Market and Competition Regulation, Green/Sustainable Finance, Investment and Asset Management, Investment and Commercial Banking, and M&A Activity.

Stephanie Rickard
Partner
srickard@vwv.co.uk
0117 314 5675
Competition Law, Emerging Policy and Legal Risk Advisory, Grants, Projects/PPP, and Public Procurement Law.

Terence Dickens
Partner
tdickens@vwv.co.uk
0117 314 5408
Statutory Civil Recovery, Financial Litigation, and Public Law Litigation and Dispute Resolution.

Tom Brett-Young
Partner
tbrettyoung@vwv.co.uk
0121 227 3759
Immigration Law.

Vicky Ward
Legal Director
vward@vwv.co.uk
0117 314 5634
Court of Protection.

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Social Value.

Our 10-year Responsible Business Strategy sets out our commitments across four pillars: **Climate Action, Diversity, Equity & Inclusion, Education, Employment & Skills, and Health & Wellbeing.** These are overseen by our Management Board and dedicated Responsible Business Committee, with named pillar owners. We are a member of Business in the Community and have integrated the UN Sustainable Development Goals into our strategy.

Pathways into employment

We offer multiple routes into the legal profession, including solicitor apprenticeships, now running across all four offices, the SQE route and traditional training contracts. We pay the real living wage across all roles and locations. As signatories to the Social Mobility Pledge, we are committed to widening access to the legal profession for people from all backgrounds. Our Learning Academy provides structured, career-stage development for all colleagues, supported by over 40 trained in-house mentors. We deliver careers talks, work experience placements and employability workshops through partnerships including the West of England Legal Early Careers Network, Aspiring Solicitors and university mentoring schemes, reaching students from under-represented and low socioeconomic backgrounds.

Retention and progression

We appointed our first dedicated Diversity, Equity & Inclusion Manager in 2025 and all colleagues have completed Diversity, Equity & Inclusion training, with inclusive leadership training in place for managers. Reasonable adjustments are built into our recruitment process as standard, supported by a reasonable adjustment passport available to all colleagues. We have partnered with inclusion specialists Neurosight to redesign stages of our early careers recruitment process. We publish Gender Pay Gap reporting annually and are working towards Ethnicity and Disability Pay Gap reporting. In 2026 we reached equal gender representation within our partner group.

Supply chain resilience

Our Supplier Code of Conduct sets expectations for ethical and responsible practice and we prioritise local and smaller suppliers where feasible. We support small firms and start-ups through our VWV Approach referral network and Lawyer-in-Residence scheme at SETsquared Bristol and Bath. We are developing a Sustainable Supplier Policy to strengthen supplier emissions reporting and sustainability expectations as part of our Climate Action commitments.

Effective stewardship of the environment

We hold ISO 14001 certification and are working towards Net Zero by 2050, including a 50% reduction in absolute emissions by 2030. Our full approach is set out in our Carbon Reduction Plan. Our Green Team coordinates awareness activities across all offices and are committed to measuring our impact on the environment, with a view to setting future targets.

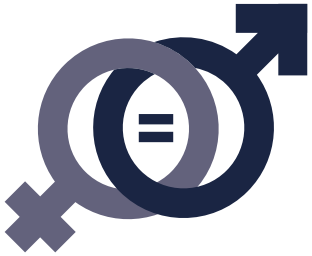
Health and community

All colleagues have access to an annual Wellbeing Day, private healthcare including mental health support, a 24-hour employee assistance line, and free confidential counselling. Our employee-led ENGAGE network runs events aligned to key dates through Race, Neurodiversity, Faith and LGBTQ+ sub-groups. Support groups include a Menopause Café, Cancer Support Group, Carers' Peer Support and a Men's Talk Club. Each of our four offices maintains a Charity of the Year partnership chosen by colleagues and supported by the VWV Charitable Trust, which donated over £112,000 to charities during our 2024–26 charity partner cycle. Each colleague is entitled to a paid volunteering day.

Looking ahead

Good jobs and skills sit at the centre of our Responsible Business Strategy and we are building a consolidated evidence base across apprenticeships, mentoring, work placements and schools and university engagement, so that any commitments we make to buyers are proportionate, measurable and deliverable.

Social Value Highlights.

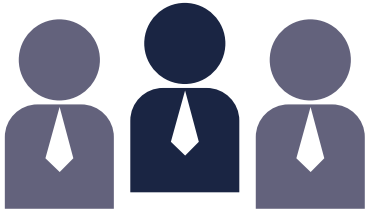


Reached equal gender representation within our partner group in 2026



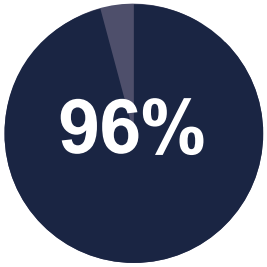
Solicitor apprenticeships now running across all four office locations

Expanded our Legal Launchpad work experience week to include FE students alongside HE students in 2025/26



First cohort of interns hosted through the 10,000 Black Interns programme in 2026

Delivered 74 Learning Academy sessions, rated 96% effective by participants





VWV Charitable Trust donated over £112,000 to charities during the 2024–26 partner cycle

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Specialisms.

Charities.

(Lots 1a,1b and 2)



Laura Chesham
Partner

Charities face complex legal, regulatory, and governance challenges. Our expert Charity Law & Governance Team provide the expert legal support and sector expertise which charities need, helping them navigate these challenges with confidence. We advise on the full range of charity law and regulatory issues and also specialise in advising on all aspects of fundraising and legacy protection, including contested legacies to charities.

A brief example of our work

We have a longstanding client relationship with a large national Charity established by Royal Charter with a significant membership. We have supported the trustees and senior managers in relation to a very wide range of issues over a number of years, including establishing trade subsidiaries and ensuring compliance with the guidance of HM Revenue & Customs and the Charity Commission on intra-group arrangements, contested legacies, including ex gratia payments, fundraising, and constitutional change, involving extensive engagement with the Charity's members and the Charity Commission and Privy Council.

Our longstanding relationship is underpinned by a pro-active approach to managing our relationship (including regular meetings to monitor the quality of our service delivery, trends in the work we do and opportunities for improved efficiency), transparency in relation to our costs, our deep understanding of the Charity's strategic priorities and the sector within which it operates, strong project management (including by using IT and AI effectively) and delivering "added value" which genuinely adds value for the Charity.

Children and Vulnerable Adults.

(Lots 1a,1b and 2)



Natalie Wargent
Partner

Our team advises public bodies, local authorities and care providers on the legal issues arising in relation to children and vulnerable adults, including child protection, social work, adoption, mental capacity and the commissioning and funding of care services. We work closely with clients to navigate the rights and obligations of public bodies in this sensitive area, drawing on our wider expertise in education, health and regulatory law to deliver practical, joined-up advice. Our approach is collaborative and delivery-focused: we support clients through complex proceedings, regulatory scrutiny and service redesign, with the needs and best interests of service users at the centre of all advice.

A brief example of our work

We supported a children's home provider, which cares for vulnerable children with social and emotional needs, in challenging an Ofsted inspection report proposing to downgrade the home due to safeguarding concerns. Our role involved providing strategic advice and legal support to challenge Ofsted's draft inspection report, ensuring the provider's reputation and contractual relationships with commissioners were protected.

The primary legal risks included: Reputational damage to the provider, impacting trust and credibility with stakeholders; Potential loss of commissioner contracts due to the proposed downgrade; and Financial and operational implications of pursuing judicial review proceedings.

Our advice and proactive support ensured that Ofsted upheld on third our complaints and a fresh inspection was conducted and a new report published within eight weeks, which rated the Home as 'Good' ensuring the client was not left with poor rating for an extended period of time.

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Commercial Litigation and Dispute Resolution.

(Lots 1a,1b and 3)



Ben Holt
Partner

Our Commercial Litigation Team (which includes trained mediators) advise on all manner of contractual and construction disputes (including mediation/ arbitration), reputation management issues, contentious IP, procurement matters and land disputes.

We will provide practical, strategic advice aimed at preserving your reputation, relationships and mitigating financial exposures when disputes arise, at all times taking into account your regulatory duties and obligations. We regularly advise institutions on exercising their termination rights and enforcing supplier KPIs and other commitments as well as supporting debt recovery teams.

We combine deep industry knowledge with a pragmatic approach, working to resolve conflicts efficiently through negotiation or settlement while remaining fully prepared to advocate aggressively at trial when necessary.

A brief example of our work

We acted for an authority in relation to a challenge following its first attempt to procure a £multi-million service under the Provider Selection Regime. One of the bidders challenged the outcome via a review request and subsequently escalated the challenge by referring its concerns to the Independent Patient Choice and Procurement Panel.

We supported the client to respond to requests from the Independent Patient Choice and Procurement Panel, assessed and reported on the lawfulness of the process our client had followed and provided legal advice to support our client to consider its interim commissioning options pending the outcome of the legal challenge. Interim arrangements were complex because the existing service had been co-commissioned with a local healthcare commissioner and it was not possible to simply extend the existing arrangements. The Panel upheld our client's decision. This was the first Panel decision which has upheld the contracting authority's decision.

Competition Law.

(Lots 1a,1b and 2)



Stephanie Rickard
Partner

We have for many years provided Subsidy Control (and formerly state aid) advice to the public sector and Stephanie Rickard and her team are well known for providing commercially focused advice to clients including Dorset Council, the University of Bristol, Fareham District Council.

We advise on competition law where it arises in a wider transaction, with support from specialist counsel.

A brief example of our work

We advised a Midlands University on managing subsidy control risk in relation to an innovation and prototyping centre. Our initial advice included carrying out a subsidy control assessment in relation to whether payments were on market terms and advising on how proposed grant funding could be structured in a subsidy compliant manner. We subsequently liaised with the client and local authority in relation to the preparation of a subsidy control principles assessment. The client successful secured the necessary grant funding to enable it and the local authority to achieve their objectives which were to secure specialist facilities to help regenerate the area and increase skills and jobs in a compliant manner. We kept the client updated of new subsidy control developments and the introduction of new streamlined routes during the matter.

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Construction Law.

(Lots 1a,1b and 2)



Huw Morgan
Partner

We specialise in drafting and negotiating construction documentation for a wide range of projects, including commercial and mixed-use developments, infrastructure, manufacturing, research and pharmaceutical facilities, new build and fit-out works.

Our clients include funders, commercial and residential developers, building owners, contractors, sub-contractors, suppliers and consultants. We add value at every stage of the construction process - from feasibility and concept design through procurement to delivery and completion – so you can focus on realising your project vision with confidence.

A brief example of our work

We advised North Wales Fire and Rescue Service upon the procurement and construction issues arising from the appointment of a multi-discipline professional team under the Scape Procure Limited (SCAPE), Consultant National Framework for the design of the client's new £45 million training centre in North Wales.

The professional team were engaged under the modified terms of the New Engineering Contract (NEC), Professional Services Contract. Our role involved the use of our knowledge and expertise in the drafting and negotiation of NEC contracts and the terms of the SCAPE Framework in order to protect our client's position.

The legal challenges centred on the level of responsibility to be undertaken by the various members of the professional team and the arrangement of the contractual matrix to enable our client to obtain a legal and commercial remedy in the event that a design defect was encountered in the project once constructed. Following a number of months' negotiation between the parties we successfully completed the appointments in a form that satisfied our client's risk appetite. We also used our own knowledge and precedents from previous similar projects to speed up the resolution of the legal issue and save costs.

Contracts.

(Lots 1a,1b and 2)



Ed Rimmell
Partner

We advise a range of public sector organisations on their commercial contract arrangements. Our work includes advice on waste contracting, IT contracts and services, standard terms of service and supply, consultancy, etc. Our work often requires coordination with colleagues in our procurement, employment, real estate and regulatory compliance teams, where relevant to the contract being developed.

A brief example of our work

We advised a Southwest England Local Authority on all aspects of the termination of their existing waste contract, the establishment of a Local Authority Owned Company, the transfer of the waste service into the new LATCO, and contractual aspects of the subsequent operation of the LATCo. As part of that arrangement, we supported our client in analysing their rights and options under a long-term waste contract with a private sector provider, and subsequently on the negotiation of a termination agreement with the under-performing contractor.

In parallel with the termination of the private sector contractor, we developed an options paper for our client with regard to the future structure of waste collection services in the Local Authority area.

Our work with the Council on these matters spanned a period of approximately two years, as the project moved from initial consideration of termination options, through to successful operation and subsequent development and improvement of the Council's waste service.

Corporate Finance.

(Lots 1a,1b and 2)



Robert Collier
Partner

We advise all types of clients (including public-sector and charitable organisations) on acquisition, development, borrower and real estate finance, from due diligence and structuring through negotiation of funding and loan documentation and post-completion matters. We work with lenders, borrowers and funding bodies to deliver robust, compliant finance structures aligned with clients' objectives and public-sector funding requirements.

A brief example of our work

We acted for Battlewood, a family office, on its acquisition of Calder Limited, a UK company specialising in high-pressure and hazardous-area pump systems. Calder was owned by a Norwegian company backed by a Norwegian private equity fund.

Our work focused on the corporate finance aspects, including negotiating the sale and purchase agreement and ancillary documents and advising on acquisition finance documentation required by Battlewood's new bankers. We also advised on the documents needed to release security held by Calder's previous European bankers.

The transaction required close coordination with multiple banking parties across jurisdictions and input from corporate, banking and employment specialists. The acquisition completed successfully.

Corporate Law.

(Lots 1a,1b and 2)



Robert Collier
Partner

Our corporate lawyers are committed to delivering technically excellent, commercially focused advice nationally.

As lawyers regularly working with the public sector and recognising the agenda for commercialisation and the way in which the public sector engage with the private sector more generally, we have a great deal of expertise and experience in working with the public sector in advising on incorporation, corporate structures and in relation to the powers and rights associated with a jointly owned corporate entity.

A brief example of our work

We advised the Royal College of Surgeons of England, a registered charity and Royal Charter body, on a programme to modernise its constitutional and governance arrangements. Its governance framework includes a Board of Trustees and a Council of elected surgeons.

We advised on amendments to the Charter, the composition and election of the governing bodies and their decision-making powers, ensuring compliance with charity law, the Charter and Privy Council requirements. We also considered the implications for the College's charitable status and regulatory obligations. Working with senior leadership and trustees, we coordinated corporate, charity law and governance advice and supported the process required to implement the reforms.

The programme was implemented to place the College's governance on a modern and sustainable footing.

Court of Protection.

(Lots 1a,1b and 2)



Vicky Ward
Legal Director

Our Court of Protection Team, led by Louise Combstock (Partner) and Vicky Ward (Legal Director), specialise in advising on complex finance, welfare, and deputyship matters under the Mental Capacity Act 2005. Drawing on our contentious probate expertise, we act for vulnerable clients, deputies, trustees, and attorneys on capacity-related issues, ensuring a holistic approach through cross-team collaboration and innovative solutions.

A brief example of our work

We acted for X in Court of Protection proceedings concerning both financial and welfare matters. The case required cross-team expertise, with Louise leading on non-contentious aspects and Vicky handling contentious matters. Junior team members and legal technology tools were utilised to ensure efficiency and reduce costs.

The financial work involved advising on the merits of issuing a complex Statutory Will application for a protected party who lacks capacity and an application under the Trustee Act 1925 to appoint a replacement trustee. Additionally, safeguarding concerns reported to the Office of the Public Guardian were addressed, including supporting the revocation of Lasting Powers of Attorney due to lack of capacity upon registration. The team assisted with the appointment and ongoing work of a professional property and financial affairs deputy, investigating alleged misappropriation of funds.

The welfare element included complex contested proceedings concerning care, residency, and contact. This multi-party matter involved the local authority and required extensive witness evidence, third-party disclosure orders in respect of the police, healthcare providers, and financial institutions, and capacity assessments. Safeguarding concerns were central to the case, requiring detailed best interests analysis. Settlement was successfully reached without a final hearing.

Debt Recovery.

(Lots 1a,1b, 2 and 3)



Ed Husband
Partner

Our Debt Recovery Team provide clear, practical advice to help you recover the maximum amount as quickly and cost-effectively as possible.

Businesses of all sizes trust us to act swiftly and professionally, ensuring outstanding debts are handled with minimal disruption.

We support clients across various sectors in managing debt portfolios, from one-off high value recoveries to higher-volume cases, always maintaining a personal and professional approach. Working closely with our insolvency and litigation lawyers, we provide seamless support for you and your business.

A brief example of our work

We acted for one of the Big 4 energy suppliers in managing their portfolio of commercial debts, ranging from relatively low value to claims in excess of £1 million. We were instructed on hundreds of cases over many years acting to recover debts from significant commercial customers, providing a dedicated team and a client portal to provide a value service to our client. The work involved a detailed understanding of a regulated sector, and effective debt recovery techniques including issuing court proceedings and taking insolvency action, while treating customers fairly and maintaining the client's reputation.

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Defence and Security Law.

(Lots 1a,1b and 2)



Allison Cook
Partner & Head of Public Sector

We offer specialised defence and security law expertise, advising government contractors, defence manufacturers, and technology providers on the complex regulatory landscape governing national security matters, including export controls, procurement regulations, and classified contracting requirements.

Our team also supports clients with contract disputes, cybersecurity and data protection matters, and regulatory investigations, providing strategic counsel tailored to the unique demands of the defence and security sector.

A brief example of our work

We acted for the MOD in relation to the disposal of one of its sites. This involved complex negotiations which were sensitive given the nature of the estate that we were instructed to dispose of. There were various restrictions on the property which were unique given its use and the body disposing of the estate.

Dispute Resolution and Litigation Law.

(Lots 1a,1b and 3)



Ben Holt
Partner

Our large specialist team of litigators provide pragmatic advice to businesses, education and financial institutions, public sector organisations and charities across the country. We are trusted for our expertise in commercial dispute resolution, offering strategic guidance and tailored funding options to suit your needs.

While we regularly act on high value, complex claims which are litigated through the Court, we very much recognise the benefits of alternative dispute resolution (ADR) methods such as adjudication, expert determination, mediation, and arbitration as they often offer faster, more cost-effective solutions for you. These approaches can also help resolve disputes efficiently while maintaining valuable business / commercial / strategic relationships.

A brief example of our work

We acted for a shareholder in a high-profile ownership dispute over shares held in a high value hospital. Gwent is a shareholder of St Joseph's Independent Hospital Limited and the claimant (a private individual) issued a claim against Gwent, alleging that it had materially breached the relevant Shareholders Agreement ("SHA"), such that Gwent was deemed to have served a transfer notice for the sale of its shares allowing the Claimant to acquire Gwent's shares in the Hospital. The Claimant argued that the breaches were repudiatory in nature and therefore incapable of remedy.

In August 2024, the High Court handed down judgment in favour of Gwent. It held that while Gwent was in breach of the SHA, the breaches had been remedied by Gwent. The Claimant appealed to the Court of Appeal and the Appeal was heard in July 2025. The Court considered whether the trial judge was correct in finding Gwent's breaches as being capable of remedy, whether the repudiatory breach was capable of remedy, and whether a shareholder who commits a material breach of the SHA should be deemed to have served a transfer notice. The Court decided in favour of Gwent on all of the issues and the judgment provides helpful (and widely reported) guidance on the interpretation of a largely standard form shareholders agreement.

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Education Law.

(Lots 1a,1b and 2)



Natalie Wargent
Partner

We have wide ranging experience in the provision of Education Law advice to the full range of education institutions, from nurseries to universities, with a large team of dedicated and passionate education lawyers who are immersed in the sector. We understand the complexity of education law and best practice and offer you experienced education lawyers who are always on hand to give you practical legal solutions to the problems you face and the confidence to react positively to opportunities. We pride ourselves on providing a first-class legal service to the education sector, with transparency on fees and competitive rates.

A brief example of our work

We advised a large FE / HE College in relation to a disability discrimination claim brought by a 15-year old student. The claim was mistakenly accepted by the Tribunal under school-specific provisions of the Equality Act 2010, despite the college being legally distinct from schools for such claims. Due to miscommunication, the college was unaware of the proceedings and was initially barred from participating.

We provided legal support to address the procedural error, resolved the matter via mediation, and avoided unnecessary escalation. Our approach combined sector-specific expertise with strategic insight, ensuring the college could navigate the unclear legal boundaries that often arise in student disputes.

Emerging Policy and Legal Risk Advisory.

(Lots 1a,1b and 2)



Stephanie Rickard
Partner

We provide forward-looking emerging policy and legal risk advisory services, helping clients anticipate and navigate the evolving regulatory landscape across areas such as artificial intelligence, data privacy, environmental, social, and governance (ESG) standards, and cross-border trade policy.

We monitor legislative and regulatory developments to identify potential risks and opportunities early, enabling clients to adapt their strategies, policies, and compliance frameworks proactively rather than reactively. Our team also assists with scenario planning, stakeholder engagement, and policy advocacy, offering practical guidance to help clients manage legal and reputational risk amid shifting political, technological, and societal landscapes.

A brief example of our work

With a substantial Higher Education practice, we are uniquely positioned to support our clients in navigating the complex economic, social, and political landscape in which they operate. Drawing on our deep sector knowledge and extensive experience, we provided tailored advice on emerging themes and trends for a university, helping our them anticipate and prepare for future challenges and opportunities.

Our expertise enables us to forecast the key issues likely to impact the sector and translate these insights into practical and commercially focused guidance. This proactive approach ensures that our clients are equipped to adapt and thrive in an ever-evolving environment.

Employment Law.

(Lots 1a,1b and 2)



Allison Cook
Partner & Head of Public Sector

Our large and experienced Employment Team provides specialist legal advice to the public sector including Local Government, Fire and Rescue Services, non-departmental public bodies and not for profit organisations operating in the sector. We understand the unique challenges facing publicly funded bodies and can provide sector specific advice in a timely and pragmatic way.

We provide the full scope of employment law advice to our clients including advice in relation to industrial action, outsourcing and insourcing, TUPE, discrimination and complex whistle blowing disputes. We regularly represent our clients at Employment Tribunal and Employment Appeal Tribunal and where necessary, the High Court.

A brief example of our work

We have worked with a Fire and Rescue Service client providing employment law advice and support for over 15 years. Over this period, we have provided them with a wide variety of advice and support over numerous issues. Specifically, we advised and supported them as they underwent a Cultural Review and a review of their HR processes more generally. The process itself and the publication of the Review led to a huge increase in the number of complaints received by the Service from existing and former members of staff in relation to concerns they had in respect of culture and more generally. We supported the service in looking in to where its processes could be improved and, in some cases, streamlined and put together a programme of training for managers to ensure that they had the skills to deal with behaviours and to understand their role in the journey the organisation was on to improve their workplace culture.

Employment Litigation and Dispute Resolution.

(Lot 3)



Allison Cook
Partner & Head of Public Sector

We have over 30 Employment solicitors specialising in Employment Litigation and Dispute Resolution. Our focus on the public sector enables us to understand the framework within which our Public Sector clients operate and the drivers which inform decision making. We are familiar with and regularly advise our clients on disputes at the highest levels together with day-to-day Employment Tribunal litigation. We manage the budgeting process and are fully transparent with our fee structures.

A brief example of our work

We were instructed to advise a Local Authority on allegations involving its Chief Executive which were numerous, sensitive and were potentially of a criminal nature. We worked closely with our instructing officers but in light of the seniority of the individual involved it made a sensitive matter more challenging for those involved. We were also required to work closely with the Leader of the Council together with the relevant committee who were tasked with dealing with issues of conduct for the Authority, and were required to attend Council meetings to present our report and to deal with questions from elected members. We made sure to provide calm assured advice throughout what was a turbulent time for the Council.

Our experience of dealing with sensitive and high-profile issues such as this meant that we knew how to best support the client and provide reassurance and confidence to them in terms of the strategy we were following. We have a number of experienced, former Monitoring Officers who were able to provide strategic and detailed Governance advice to the Council together with our Information Law team who ensured that the Council complied with its obligations under relevant information law legislation.

Energy and Natural Resources.

(Lots 1a,1b and 2)



Ed Rimmell
Partner

We advise a number of Schools, Local Authorities, and private sector providers on a range of energy and natural resources matters, including - in particular - in relation to rooftop solar and waste (including energy from waste) projects. Our work on those matters typically involves collaboration between colleagues in our commercial, procurement and real estate teams. Our experience advising both public sector clients and private sector providers means that we are well placed to help our clients achieve deals which work for both parties.

A brief example of our work

We advised a Multi Academy Trust on aspects of their arrangements with the installer, provider and operator of rooftop solar panels on properties within their school estate. This work included advice on the terms of rooftop solar leases for the location of the panels, and on the terms of the power purchase agreement pursuant to which the operator supplied power to our client.

As part of this work, we provided input on the regulatory restrictions on our client in entering into a lease (a disposal of an interest in land) in respect of a part of the school site. We also advised on how the regulatory restrictions which limit the ability of academy trusts to enter into finance leases, and the impact of those restrictions on the terms of the agreements.

Environmental Law.

(Lots 1a,1b and 2)



David Bird
Partner

Our firm advises clients on the complex regulatory and litigation challenges of environmental law. We support our clients in managing environmental risk, responding to regulatory enforcement actions, and connected legal issues.

A brief example of our work

We were instructed by a Local Authority to prosecute a Company and its director in relation to significant fly-tipping offences, pursuant to Section 33 of the Environmental Protection Act 1990.

The allegations involved the unlawful dumping of tonnes of mixed waste on agricultural land. We advised the local authority in relation to the gathering of the evidence and conducted a review, in line with the Full Code Test. This involved the drafting of the charges, case summary and compilation of the initial disclosure of the prosecution case bundle (“IDPC”) for the Magistrates’ Court.

We were instructed to represent the local authority throughout the proceedings, including at the trial and sentencing hearing. Both the director and the Company were convicted of all the charges. The District Judge agreed with the placement of the offence within the sentencing guideline and imposed a substantial financial penalty against the director and ordered they pay the full amount, by way of investigation and prosecution costs.

Finance and Investment.

(Lots 1a,1b and 2)



Robert Collier
Partner

Our Finance Team advises lenders and borrowers on loan agreements, guarantees, security, asset, project, real estate and acquisition finance, including for charities, education and healthcare clients. We provide practical support from structuring and due diligence through negotiation and completion, drawing on wider firm resources for specialist matters.

Our Digital & Technology Team, led by award-winning corporate lawyer Nathan Guest advises entrepreneurs and owner-managed businesses on M&A and venture capital/private equity transactions, particularly for technology and life science start-ups, university spinouts and scale-ups.

A brief example of our work

We advised K3 Metrology Ltd, a National Physical Laboratory spin-out, on a c.£2.75 million equity investment led by the UK Innovation and Science Seed Fund, with co-investment from the Development Bank of Wales and Parkwalk. The company is commercialising a high-accuracy coordinate metrology platform for advanced manufacturers.

The transaction required the investment documentation to work with the National Physical Laboratory's IP licence, alongside the differing requirements of three institutional investors. We led due diligence, negotiated the investment and ancillary documents, supported warranty disclosures and coordinated with the National Physical Laboratory's advisers on the spin-out arrangements. Corporate, commercial, IP, data protection and employment specialists worked with the founders and investors to deliver a coordinated process.

The spin-out and seed investment completed successfully, providing capital for further commercialisation.

Financial Litigation.

(Lot 3)



Terence Dickens
Partner

Our team of specialist financial services solicitors have significant experience advising in all aspects of financial and financial services litigation, including contractual disputes, professional negligence claims, investigations and conduct and regulatory matters.

We also have experience in advising in the context of fraud claims and investigations and in respect of compliance matters (including advice on systems and controls procedures and compliance with key legislation such as the Economic Crime and Corporate Transparency Act 2023).

A brief example of our work

We acted for a charity which fell victim to a cyber fraud incident, resulting in financial loss being suffered by the Charity's Payment Service Providers (PSP). The PSP subsequently brought a claim against the charity, seeking reimbursement for the loss. Acting on behalf of the charity, we robustly defended the claim asserting that the fraud arose due to the PSP's failure to implement adequate fraud prevention measures and complex Quincecare arguments.

Recognising that prolonged and costly litigation would not serve the interests of either party, a considered settlement offer was put forward on behalf of the charity. The offer was accepted by the PSP. The settlement marked a significant win for the charity, achieving a resolution against a much larger and better-resourced opponent (being one of the world's largest and leading PSPs).

This was a business critical and highly sensitive matter for the charity, given the significant sums involved relative to its turnover. Protecting the charity's resources and ensuring that it was: (i) adhering to regulatory obligations (involving reporting to and liaising with the Charity Commission); and (ii) acting in the best interests of its stakeholders, was paramount.

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Financial Services, Market and Competition Regulation.

(Lots 1a,1b and 2)



Robert Collier
Partner

We provide comprehensive expertise in financial services, market, and competition regulation, advising banks, and other financial institutions on compliance with regulatory frameworks and all associated legal matters.

A brief example of our work

We work with a large, prestigious Russell Group University and specifically their legal teams, individual departments, project teams and subsidiary companies.

We advise the university on a wide variety of legal issues, including charity law, Higher Education regulation and governance, real estate, procurement and commercial agreements. We provided a strategic review of funding streams for research buildings and research programmes at the Enterprise Campus to ensure compliance with State aid rules and the subsidy control regime.

Food, Rural and Environmental Affairs.

(Lots 1a,1b and 2)



Andrew Andrews
Partner

Our experienced team of regulatory lawyers advise schools, universities, charities, public bodies and businesses on all aspects of food safety, allergen management and environmental law. We support clients in relation to compliance, inspections, investigations, enforcement action and prosecutions, as well as responding to incidents and other regulatory challenges. Our advice is pragmatic, solutions-focused and tailored to our clients' operational environments. We help organisations identify and manage risk and to develop robust compliance and governance arrangements.

A brief example of our work

We advised Keep Britain Tidy, an independent environmental charity, on concerns that funding received via an intermediary supported by tobacco manufacturers could risk local authority partners breaching government guidance under Article 5.3 of the WHO Framework Convention on Tobacco Control. The issue attracted media scrutiny and posed an urgent risk of public bodies withdrawing from programmes aimed at reducing smoking-related litter.

We reviewed international, government, and local authority guidance, relevant environmental legislation, and the funding arrangements. The team provided clear advice distinguishing environmental litter reduction from public health policy, while addressing risks related to indirect funding, perceived endorsement, and potential tobacco-industry influence.

Our advice provided Keep Britain Tidy with a strong framework to reassure local authorities and government stakeholders, address regulatory scrutiny, and clearly separate its environmental programmes from tobacco-control policy and industry influence.

Franchise Law.

(Lots 1a,1b and 2)



Ed Rimmell
Partner

Our commercial contract and trademarks specialists advise on brand licensing arrangements, including the licensing of valuable brands to franchisees (both in the UK and overseas). In particular, we advise schools in both the independent and academies sectors on international expansion and licensing, assisting schools in establishing overseas branches in a range of jurisdictions. Our team's expertise includes intellectual property protection, regulatory compliance, and contract negotiation, ensuring schools maintain their brand integrity and commercial interests abroad.

A brief example of our work

We advised a household name independent school on a project to establish a school in Lagos, Nigeria - its first venture in Africa. Our team advised on all aspects of this complex cross-border franchising deal, including the structure of the deal, the negotiations over the project agreements and trademark applications in Nigeria.

The project is strategically significant for our client, as it secured a foothold in a highgrowth market with a large, youthful population.

This matter reflects our team's reputation in international school projects (both in the independent and academies sectors). We have advised more than 40 UK schools on international projects throughout the Middle East, the Far East, Africa, North and Central America and elsewhere.

Grants.

(Lots 1a,1b and 2)



Stephanie Rickard
Partner

With experience advising both grant funders and recipient charities, we provide clear guidance that supports trustees in meeting their duties while ensuring funding arrangements work in practice.

Securing and managing grant funding can be complex, especially when dealing with major bodies like Arts Council England and UK Research & Innovation. We provide expert advice on high-value grant agreements, helping you meet funding conditions, mitigate risks, and maximise the impact of your grants.

Furthermore, efficient grant administration allows you to focus on impact rather than paperwork. We offer a full suite of templates, policies, and supporting documents to streamline processes, maximise resources, and help trusts and foundations distribute funding effectively.

A brief example of our work

Advising Homes England on Grant Funding Agreements (Marginal Viability Fund) with various Local Authorities for housing developments throughout England. The work included drafting, negotiating and finalising complex grant funding agreements and subsequent deeds of variation for repayable grants up to £9.5m to facilitate infrastructure works to unlock residential housing. For example, we advised on an agreement involving several sites where the grant funding agreement contained provisions to facilitate the transfer of land to the local authority which was integral to unlocking key highways works to support the delivery of 382 new homes.

Health and Safety.

(Lots 1a,1b and 2)



Andrew Andrews
Partner

We provide specialist legal support tailored to the public sector, ensuring our clients meet their statutory health and safety duties while maintaining a safe and supportive environment. We advise on complex regulatory breaches, particularly in relation to health and safety and fire safety and associated civil claims and reputational issues that arise from those breaches.

We offer pragmatic, cost-effective solutions that allow clients to prioritise safety, reduce exposure to civil and criminal liability, and demonstrate robust compliance during inspections or audits.

A brief example of our work

We advised an internationally renowned, botanical research and education institution on health and safety and liability issues surrounding their circular treetop walkway project.

We undertook a comprehensive assessment of the plans and schematic drawings pertaining to the client's prospective treetop walkway project. We advised on the health and safety considerations and viability of the proposed structure.

We assisted the client to navigate the complex compliance landscape and enabled them to deliver an impactful treetop walkway that balanced safety with innovation.

Our close, proactive working with the client enabled us to understand the significant requirements of visitor experience and helped to achieve this for the client, whilst ensuring compliance with rigorous health and safety requirements.

Health, Healthcare and Social Care.

(Lots 1a,1b and 2)



Andrew Andrews
Partner

Our team of healthcare solicitors is committed to delivering, clear, practical and forward-thinking strategies that not only address immediate concerns but also anticipate future challenges, empowering our clients to stay ahead of the curve.

With experience across the sector, our healthcare solicitors understand the unique challenges you face and provide tailored legal support to help you navigate a complex landscape. Over the years, we've built strong partnerships with banks, accountants and specialist healthcare professionals, giving you access to a wider network of expertise.

A brief example of our work

We provided comprehensive and bespoke advice to Universidad Europea de Madrid ("UEM") on its "Project England" and plans to establish a Faculty of Medicine in the UK. This included navigating the complex statutory framework and healthcare-specific regulations required to deliver Spanish medical degrees and collaborate with UK healthcare providers, while ensuring compliance with both UK and Spanish legal frameworks.

We added value by providing coordinated, practical advice across multiple regulatory regimes, helping UEM assess the feasibility of its proposed Faculty of Medicine, identify key risks and opportunities and develop a clear and compliant route to implementation.

Housing Law.

(Lots 1a,1b and 2)



Michelle Bendall
Partner

We provide practical, commercial advice to landlords and tenants, including central government departments, local authorities, charities, education providers and emergency services on residential property and housing law, and can advise on all occupational arrangements, including Housing Act, Rent Act, Crown and common law tenancies, service occupancies, long leases and licenses.

Our team has a wealth of experience of acting for clients on complex and reputationally sensitive housing issues involving vulnerable tenants, regulatory issues, and inter-tenant disputes. We assist with eviction procedures and possession claims against tenants, trespassers, protesters, students and staff. We also advise on landlords' repairing and regulatory obligations, and housing condition standards (both in the public and private sector), and can deal with disrepair claims, rent and service charge disputes, anti-social behaviour and access issues, including applying for injunctions where necessary.

A brief example of our work

The team recently advised a public sector client on a delicate matter, where a residential tenant had purported to secretly amend the terms of his tenancy prior to signing, was disruptive to neighbouring tenants, refused to comply with the terms of the tenancy or to vacate, and raised discrimination issues and complaints of the landlord and its staff.

We advised on the landlord and tenant position, Equality Act issues, and the client's own disciplinary and complaints procedures. The advice struck a careful balance between the client's public and private law duties, its regulatory obligations and its reputational concerns. We helped the client to navigate a way through the procedures and were able to negotiate a satisfactory outcome; the tenant vacated without further complaint, publicity or court proceedings.

Immigration.

(Lots 1a,1b and 2)



Tom Brett-Young
Partner

The UK's ever-changing and far-reaching immigration laws affect all organisations including those employing people in the public sector. We understand that with the ever-changing needs of the public sector, such as recruiting individuals to perform highly specialised, complex roles together with a need to ensure that customer facing roles can be recruited in to, our experienced immigration team are experts at helping employers comply with the laws on preventing illegal working and with the complexities of trying to employ or retain employees who need permission to live and work in the UK, including sponsorship under the sponsored worker immigration routes.

A brief example of our work

Our Immigration Team have worked closely with a publicly funded University over recent years to support them in their role as a licensed sponsor of both Student and Worker visa applications. Specific assistance has come in the form of comprehensive audits of its systems, processes and records for both sponsor licences. The objective was to confirm compliance with Home Office duties, identify areas of risk and provide practical recommendations to strengthen governance across departments.

The outcomes included strengthened sponsorship governance, reduced compliance risk through targeted fixes to reporting, record-keeping and right-to-work processes, and greater consistency and audit readiness for potential UKVI scrutiny. Crucially, the action plan enabled the University to implement improvements without disrupting recruitment cycles or operational delivery.

Information Law including Data Protection Law.

(Lots 1a,1b and 2)



Andrew Gallie
Partner

We are information law specialists and provide pragmatic and effective advice on data protection and privacy law. In addition to our advisory work, we have a track record of successfully defending clients in information law litigation and when facing regulatory scrutiny from the Information Commissioner's Office (ICO).

We can advise on a wide range of data protection and information law topics, including complex subject access requests, marketing, fundraising, information security, cyber security, data sharing, data protection documentation, data protection impact assessments and international data transfers.

We advise on the Freedom of Information Act and the Environmental Information Regulations. Our practice extends to wider privacy compliance, such as duties of confidentiality and some of the more niche areas of information law, such as the Network and Information Systems Regulations.

A brief example of our work

We advised a Local Authority on its data protection compliance obligations when forming a crime reduction partnership with other local authorities, the police, and local businesses. The partnership was set up to facilitate the sharing of information about individuals suspected of criminal or anti-social behaviour (for example through sharing names of suspects and CCTV footage).

Risks included complaints to the Information Commissioner's Office (ICO) which could lead to enforcement action, and individuals bringing legal claims. Our support included drafting and negotiating a data sharing agreement to be signed by the scheme participants, drafting and negotiating a data processing agreement with the platform that holds the personal data, and drafting privacy notices for those whose personal data would be processed as part of the scheme.

Information Technology Law.

(Lots 1a,1b and 2)



Jacob Scott
Legal Director

Our Technology Law Team advises a broad range of clients, across the public and private sectors, in relation to their IT contracts and IT law requirements. We have experience working on high value and business critical IT projects with a range of local and national public sector bodies, universities other education institutions.

Much of the work of our IT team is in the context of public sector procurement and collaboration, and as such we are used to advising on IT contracts against the backdrop of regulated procurement processes.

A brief example of our work

We advised the University of Bristol on the full suite of contracts required to procure, integrate, configure and commission a complex set of hardware, software and networking services for the Bristol Digital Futures Institute's world-first Reality Emulator and MyWorld facilities.

This IT systems integration project covered: supplier collaboration schedules; detailed system integration and interoperability obligations, including application programming interfaces (API) and interface specifications; software licensing and cross-licensing across multiple suppliers and the University; plus third-party and open-source software licensing compliance.

The key risks that we addressed included the risks of fragmented liability between suppliers; unclear ownership and use of intellectual property; and the potential for late discovery of integration defects, after payments had been made. Our approach delivered clear risk allocation and robust testing and acceptance regimes, supporting timely delivery.

Intellectual Property Law.

(Lots 1a,1b and 2)



Doug Locke
Partner

Our Intellectual Property Team have experience of advising clients on a wide range of intellectual property issues and can advise across the full range of UK IP rights (including patents, design rights, copyright, confidential information, unregistered and registered trademarks) and is in fact uniquely placed in having its own in-house trademark team.

A brief example of our work

We have provided specialist cost effective support to a University's in-house legal function during a resourcing crisis while the University was also facing pressure to generate income; in particular offering strategic guidance to unlock channels to enable and facilitate the ongoing generation of income through the commercialisation of IP, ensuring that its IP assets were being protected and leveraged to their full potential.

Our team offered advice on the clearance of rights including trademarks and copyright works, on complex IP cross licensing and support on the resolution of potential IP ownership issues.

Beyond immediate support, we worked closely with the client to focus on building capacity and capability within the client's team, ensuring that the IP management function could continue to thrive in the long term with a commercially viable and robust IP strategy. Measurable results included improved efficiency and internal processes, enhanced IP protection, cost savings and expedited effective income generation through IP commercialisation.

International Trade.

(Lots 1a,1b and 2)



Doug Locke
Partner

We routinely advise on projects to establish and operate schools throughout the world. We prepare and negotiate licence agreements, register trademarks throughout the world, and we have a network of trusted associated firms that advise on local regulatory issues.

A brief example of our work

In 2026 we advised a UK state school on a project to license the establishment and operation of schools in India and Dubai. Those schools will use our client's name and other intellectual property and will operate in accordance with its ethos and standards.

Investment and Commercial Banking.

(Lot 2)



Robert Collier
Partner

We advise lenders, borrowers and public-sector clients on debt finance, including loan facilities, security packages and guarantees.

We negotiate and document acquisition, development and operational facilities, drawing on our banking-market experience and Loan Market Association membership to deliver current, practical advice.

A brief example of our work

We advised the University of Bristol on a multi-tranche financing comprising a £250 million term loan, related interest rate swaps and a £15 million optional-currency revolving credit facility for working capital. The structure addressed its long-term capital needs while managing interest-rate and currency risk.

We negotiated and documented the facilities and security, reviewed existing borrowing and advised on the university's borrowing powers and governance approvals. We also advised on the swaps and coordinated the corporate finance, banking and regulatory issues. We worked closely with the finance and treasury teams to deliver a coordinated financing package under one roof.

The financing completed successfully, providing flexible capital and working-capital funding.

Life Sciences.

(Lots 1a,1b and 2)



Paul Gershlick
Partner

We provide services to pharmaceutical organisations in the UK and across the world who are involved with different parts of the pharmaceutical supply chain. From early-stage drug development through to manufacturing, distribution and retail pharmacy, our experienced pharmaceuticals lawyers can provide specialist legal advice. We understand the importance of the relationship between the private and public sector and have experience in working with both across the work that we undertake.

A brief example of our work

We advised a renowned London-based clinic specialising in anti-ageing on the regulatory framework for prescribing and supplying peptides, including considerations around compounding medicines, which differ significantly in the UK compared to the US. Our advice included a detailed review of the UK regulatory framework for prescribing and dispensing peptides, focusing on compliance with Medicines and Healthcare products Regulatory Agency (MHRA) regulatory and best practice requirements, including the "specials" exemption for unlicensed medicines prescribed to named patients with specific clinical needs.

The comprehensive advice has equipped the clinic with a clear understanding of the regulatory landscape, including the specific requirements for compounding and importing peptides in the UK, enabling them to operate in compliance with UK law while minimising risks associated with their prescription and supply.

Media Law.

(Lots 1a,1b and 2)



Ben Holt
Partner

Our Media and Reputation Management work usually revolves around issues with social media and the internet, including data breaches and privacy issues; defamation; harassment and intellectual property infringements, including cyber-squatting. We are particularly familiar with dealing with issues against disgruntled individuals. We have advised on reputation matters involving the likes of the Daily Mail, the Telegraph, Channel 4 and the BBC as well as a variety of social media providers including Facebook, TikTok, X, WhatsApp and Google.

A brief example of our work

We acted for a large public sector organisation facing a significant media and reputation management challenge involving allegations of misconduct, public scrutiny of its governance processes and claims of a “cover-up”.

A vocal former employee initiated a campaign of social media posts, amplifying the scrutiny. We worked closely with the organisation to navigate the complex legal, reputational, and governance issues.

Our expertise in media and reputation management assisted the organisation to navigate this challenging period, demonstrating the importance of timely legal and strategic support in high-stakes situations. This highlights our ability to provide practical, insight-led solutions in complex reputation management scenarios, supporting public sector organisations in maintaining trust and integrity amidst scrutiny.

Merger & Acquisition Activity.

(Lots 1a,1b and 2)



Robert Collier
Partner

Our team advises all types of clients (including public-sector bodies, charities and other not-for-profit organisations) on acquisitions, disposals, mergers and restructurings. We have experience in charity mergers, including structuring, due diligence, restricted and endowed funds, regulatory engagement and merger documentation. Our corporate and charity specialists combine transactional expertise with a clear understanding of governance and operational requirements.

A brief example of our work

We acted for the shareholders of Serbus Limited on the sale of their shares to a bidco backed by a private equity investor. Serbus specialises in providing secure mobile communications for use in high-profile government and military environments and within multinational corporations.

Our work included advising the sellers on all aspects of the transaction, responding to extensive due diligence enquiries and negotiating complex deal terms incorporating private equity and banking considerations. The deal also required a National Security and Investment Act 2021 (NSIA) application, which our specialist team prepared and which was accepted by the UK Government at the first stage.

The sale completed successfully, demonstrating the team’s ability to manage a complex, PE-backed M&A transaction in a sensitive, regulated sector.

Outsourcing.

(Lots 1a,1b and 2)



Ed Rimmell
Partner

We advise a range of public bodies on service outsourcing, including the outsourcing of facilities management services, catering and IT services. Our commercial contracts lawyers work closely with colleagues in our procurement team, as well as colleagues who specialise in employment law and pensions, to ensure that all relevant issues are properly addressed.

A brief example of our work

We advised a large University on the outsourcing of their facilities management services. This involved a second-generation outsourcing, with employees transferring from the outgoing service provider to the new provider - with the additional complexity of a number of transferring employees being members of the Local Government Pension Scheme.

Our work included the development of the form of contract against which providers were invited to tender, together with the negotiation and finalisation of the contract following selection of the preferred bidder. Part of this work involved supporting the University and their procurement consultant to develop the commercial framework and payment mechanism against which bidders were invited to bid. The procurement resulted in the appointment of a new provider and the transfer of services within the required timeframe.

Partnership Law.

(Lots 1a,1b and 2)



Jos Moule
Partner

Our Partnership Team have specialist expertise in advising both professional and trading partnerships. We are able to bring this experience to the work that we undertake with our public sector clients, be that to professional partnerships working in the NHS sphere or to professional partnerships working with the public sector. We have worked on a wide range of issues be that in respect of the provision of specialist consultancy services or in relation to the establishment of consultancy services to other public bodies.

A brief example of our work

We advised a Local Authority on the termination of four limited liability partnerships (LLPs) that had been established for the purpose of identifying and developing sites owned by the local authority. The local authority had transferred each potential development site to a separate LLP and the two members of the LLP were the local authority and a commercial property developer. At a later date it became clear that four of these projects were unlikely to progress further and the local authority therefore decided to terminate these arrangements with a view to winding up each LLP.

We advised on the technical aspects of winding up each LLP and in particular in terms of identifying the relevant assets and liabilities and how best to effect the solvent liquidation of each joint venture vehicle. Our retainer involved drafting an umbrella deed of dissolution setting out the basis on which each LLP would be wound up and how the various assets and liabilities would be distributed between the joint venture parties. This agreement required a specialist understanding of partnership/LLP law in order properly to advise the local authority on its legal obligations as a member following its decision to terminate these joint venture arrangements.

Pensions Law.

(Lots 1a,1b and 2)



Allison Cook
Partner & Head of Public Sector

We regularly provide Pensions Law advice to our public sector clients. This can be in a number of scenarios, including the outsourcing and/or insourcing of functions requiring us to provide support to the client in respect of their obligations under the various public sector pension scheme. We also provide advice and support to clients where employees or former employees make formal complaints in relation to the pension scheme either under their own internal dispute procedure or to the Pensions Ombudsman.

A brief example of our work

We provided detailed advice to a Multi Academy Trust in respect of a complex outsourcing agreement and on the terms of an Admissions Agreement that the contracting body were required to enter in to for the purposes of providing ongoing membership to transferring employees of the Local Government Pension Scheme. Our advice included their obligations under the Agreement and those of the contracting body. We considered the relevant risks and costs associated with the Agreement and negotiated the terms of the Agreement where relevant with the Administering Authority and the contracting body.

Planning Law.

(Lots 1a,1b and 2)



David Bird
Partner

Our team are planning law and infrastructure specialists with experience acting for applicants, local authorities and interested parties. We regularly work with public and private sector clients both in support and opposition of developments, dealing with issues of relating to enforcement, heritage, energy & renewables, biodiversity and legal challenge.

We have also opposed several undesirable planning applications on behalf of public sector and private clients whilst successfully appealing a number of planning refusals and advising with regard to Judicial Review of planning decisions. Our team are always working for applicants and authorities in relation to s106 agreements and other related documents such as highways agreements and infrastructure interface contracts.

A brief example of our work

We have acted for a District Council on planning obligations, deeds of variation, highways agreements and appeals, drawn on as and when required. We supported the in-house legal team on a planning appeal. The Council was the local authority for the site, but as the permission was a minerals permission the county council was the determining planning authority.

David Bird led the matter and attended the case management conference and the inquiry as the Council's solicitor, acting as advocate where required, supported by a trainee solicitor with input from a solicitor and a senior associate. Key skills were the interpretation of long-standing planning obligations, drafting, negotiation, round-table advocacy and strategic advice to a short timetable.

Private Law Litigation and Dispute Resolution.

(Lots 1a,1b and 3)



Ben Holt
Partner

Our team has a wealth of experience in acting for authorities and institutions in defending claims including those relating to misuse of private information/ confidentiality/data protection, intellectual property. We are particularly experienced at dealing with individuals acting as litigants in person and the difficulties this presents, including their often irrational approach and poor use of AI resulting in misconceived and sprawling claims. We recognise the nuanced approach this requires, particularly when dealing with people who the authority may be a service provider for. We are alert to the fact that, in a practical sense, enforcing any costs recovery can be difficult and that a pragmatic approach is needed in these circumstances to try to close claims down at an early stage.

A brief example of our work

There has been a notable recent increase in data protection claims being pursued by disgruntled individuals. We have defended numerous such claims pursued against institutions. One example included a large public sector organisation facing a claim relating to unlawful processing, retention and sharing or personal data and failures to properly respond to a DSAR. The claimant had numerous issues with the authority and was pursuing a parallel claim in the employment tribunal. An application was made to stay the court claim pending the tribunal decision. Our litigation team worked closely with our employment colleagues to secure a settlement of all issues, including discontinuance of the data protection claim.

Projects / PPP.

(Lots 1a and 1b)



Stephanie Rickard
Partner

We can support you with managing multi-disciplinary projects. We have experience advising on high value and innovative projects. Our team can help with providing strategic advice on the structure of the project; advice on early market engagement, heads of terms, preparation of tender packs and contract documents; providing specialist legal advice throughout the procurement, commissioning and delivery phases; and governance and public law issues on decision making relating to project approvals. We have legal project managers to ensure efficient working, maintaining issues and risk trackers, costs management and keeping you up to date on progress.

A brief example of our work

We supported the University of Bristol on its flagship £350 million project to create its new Temple Quarter Enterprise Campus (“TQEC”), focussing on digital, business and social innovation. The campus will include academic facilities, student accommodation and retail units and is a significant regeneration project located in the Enterprise Zone in Bristol.

Our role included specialist support in relation to construction, planning, subsidy control compliance, procurement, charity law and governance.

The project was and is being delivered in line with the University’s objectives and the development has enhanced its offering, as well as regenerating a neglected part of Bristol city centre. We were able to act as an extension to the in-house project team to enable communication to be quick, accurate and insightful.

Property and Real Estate Litigation and Dispute Resolution.

(Lots 1a,1b, 2 and 3)



Michelle Bendall
Partner

Our Property Litigation Team advise local authorities, central government bodies and many other public sector organisations on contentious property matters. We work alongside in-house property management and legal teams, advising on discrete specialist tasks or managing whole matters, to advise on all elements of the property life cycle across complex national estates.

We advise on all commercial, agricultural and residential property disputes, with particular experience of Landlord and Tenant disputes and Real Property disputes.

A brief example of our work

We recently advised a government agency in defence of a landlord's attempts, over many years to terminate a long lease of an operational site, so that its landlord could use the site for itself.

We worked with in-house lawyers and surveying teams, as well as senior leadership, to advise on ongoing merits and risks, accounting for the agency's statutory duties. We then developed a wider site strategy, to secure and relocate ongoing statutory functions, robustly defend the various landlord claims and significantly reduce the liabilities.

This matter was ongoing for many years before our involvement, but required urgent specialist intervention. Our team utilised artificial intelligence platforms to analyse and manage large volumes of correspondence, technical and building surveying information to ensure a very quick and cost effective hand over.

Public Inquiries – Support to Participants and Inquests.

(Lots 1a,1b and 2)



Andrew Andrews
Partner

Our specialist team advises and represents organisations and individuals involved in coronial investigations and inquests. Acting for clients as Interested Persons, we provide strategic and practical advice throughout the inquest process, from the initial investigation through to conclusion.

We assist with the preparation of witness statements, review evidence and disclosure, advise on legal, regulatory and reputational issues and represent clients at Pre-Inquest Review hearings and Inquests. We also provide comprehensive support to witnesses participating in proceedings, helping them understand the process and prepare for giving evidence, while assisting clients to navigate sensitive and often high-profile matters.

A brief example of our work

We are advising a university in relation to the death of a student by suicide, where the University was designated as an interested person in the inquest. This case highlights our expertise in guiding clients through sensitive matters with reputational and regulatory implications, while ensuring compliance with legal and coronial processes.

Our role involved supporting the University and its staff throughout the coronial investigation process. We provided strategic advice on how to fulfil their obligations as an interested person, including responding to the coroner's concerns and minimising the risk of criticism in the inquest's outcome.

The primary legal risks include the potential for adverse findings against the University, which could result in reputational damage and regulatory consequences. The sensitive nature of the case required careful handling to balance transparency and compliance with the need to protect staff and institutional interests.

Public International Law.

(Lots 1a,1b, 2 and 3)



Lisa Kirkman
Consultant

We advise clients on international projects, including education and Higher Education clients on licensing, structuring, regulatory compliance and operational set-up for a variety of international education delivery models, including branch campuses, joint programmes and cross-border academic partnerships. We also assist on the establishment of overseas campuses for higher education institutions. Our work covers the full lifecycle of these projects, from initial strategy through to structuring, regulatory approvals and launch.

Our experience includes advising on international education projects across a range of jurisdictions, including Egypt, Saudi Arabia, the UAE, China (including Hong Kong), Singapore, South Korea, Japan, Mexico, Oman, Cambodia, Thailand and Switzerland for universities and schools. These projects have involved advising on licensing, structuring, regulatory compliance and operational set-up for a variety of international education delivery models, including branch campuses, joint programmes and cross-border academic partnerships.

Public Law.

(Lots 1a,1b and 2)



Lisa Kirkman
Consultant

The public sector needs pragmatic, solution focused legal advice. Against the backdrop of reorganisation within government, our public sector team advises central and local government in addition to other non - departmental government bodies, our team advises on all issues relating to the powers, functions and duties of Local and Central Government and other publicly funded bodies.

We advise on the review and revision of constitutions, governance frameworks and associated procedures including where our client is subject to government intervention. Our approach is collaborative and delivery-focused: we work closely with members and chief officers to design, implement and embed effective arrangements through training, transition support and hands-on advice.

We provide timely, practical advice for the Returning Officer on elections, for the public body on the pre-election notice period and associated electoral compliance matters, helping clients, as we do across the board, manage these high-risk areas with confidence.

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Public Law Litigation and Dispute Resolution.

(Lots 1a,1b and 3)



Terence Dickens
Partner

Working alongside and in collaboration with our Regulatory Compliance Team we have significant experience in all aspects of public law litigation, most frequently in challenging or defending the lawfulness of decisions made by regulators, local authorities, and government departments in the context of judicial review proceedings.

A brief example of our work

We acted for a UK regulatory body, which holds the national registers for a profession, and sets and maintains its internationally recognised standards of professional competence, in the context of a highly technical and complex judicial review (JR) claim brought by an international university as regards the accreditation level of one of its degree courses.

Whilst the matter was complex and technical, involving the consideration of the UK regulatory body's charter and its contractual arrangements with its licensees and the instruction of specialist counsel to prepare grounds of resistance, we quickly identified that there was potential exposure on the main (vires and procedural fairness) arguments which were in play.

Given this potential exposure, we advised the client to enter into without prejudice settlement discussions following urgent advice on the merits. In doing so, we found an acceptable and workable compromise position for the client, before costs escalated significantly on all sides. This ensured that the UK regulatory body's future decision making process was not fettered and a deal was achieved without any exposure to adverse costs and/or future claims against our client.

Public Procurement Law.

(Lots 1a,1b and 2)



Stephanie Rickard
Partner

With the introduction of the Procurement Act 2023 and the Subsidy Control Act 2022, UK procurement and subsidy control regimes have undergone transformational changes. Practical, timely advice is available to help navigate these developments. Understanding these rules can be complex, but with the right support, you can navigate them with confidence.

Our clients include the full range of contracting authorities including local authorities, government departments/agencies, universities, NHS Trusts, social enterprises and many other public sector bodies.

A brief example of our work

We supported a multi-academy trust on their first major tender under the new Procurement Act 2023 (PA 2023) for the construction of a new sixth form building. We provided initial advice on the application of the PA 2023 to works contract and worked alongside consultants to ensure the tender documentation was compliant, including drafting the Procurement Selection Questionnaire, drafting the evaluation methodology, revising the invitation to tender to reflect the new PA 2023, and advising on the approach to pricing to ensure bids could be evaluated on a like by like basis. We also provided guidance on clarifications and a toolkit for issuing compliant summary assessment letters.

The contract was successfully awarded, and construction work commenced. As part of working alongside the client we have transferred know-how on the new PA 2023 and provided them with a toolkit for issuing compliant summary assessment letters which can be used for future procurements saving costs.

Real Estate and Real Estate Finance.

(Lots 1a,1b and 2)



Michelle Bendall
Partner

Our Real Estate Team provides comprehensive support across a range of property matters, construction projects, and the day-to-day management of property portfolios for clients in the public sector. We regularly assist clients in understanding the extent of their landholdings, addressing title or occupational issues, and navigating complex projects.

A brief example of our work

We acted for Oxford City Council in their development of council-owned land at Mill Lane, Oxford, for 80 mixed tenure affordable dwellings with a built value of £36 million. We also acted for Fareham Borough Council in relation to the acquisition of Fareham Shopping Centre (comprising of 60 commercial retail units) for circa £12.6 million as part of a regeneration project and also for Fareham on a leasehold disposal to a target sector business on its airfield site to generate investment income.

The transactions included extensive due diligence ranging from reporting and advising on multiple titles (both freehold and leasehold), occupational leases, licences, prescriptive rights, restrictive covenants, rights of way, advising on agricultural tenancies and negotiating transactional documentation such as sale contracts, development agreements, build leases, agreements for lease, long leases and transfers.

These projects demonstrate our ability to tackle complex legal and practical challenges enabling large-scale affordable housing developments, regeneration and investment projects for the public sector.

Restructuring and Insolvency.

(Lots 1a,1b and 2)



Ed Husband
Partner

From litigation and dispute resolution to strategic business rescue, restructuring, and advisory support, we help you navigate challenges with confidence and clarity.

Working closely with insolvency practitioners (liquidators, administrators, bankruptcy trustees, nominees, supervisors, and receivers) our team provide clear, strategic advice from the pre-insolvency stage through to case closure and everything in between.

A brief example of our work

We initially acted for the largest creditor in enforcing its contractual obligations against a large food supplier in London and the Southeast following its default of the payment terms on a sale and purchase agreement. We subsequently acted for the provisional liquidators and liquidators appointed over the group of companies. The instruction involved our team advising the liquidators on all aspect of the insolvency process, but with a particular focus on the conduct of the directors prior to liquidation. We subsequently assisted the liquidators in obtaining a freezing injunction and orders against related parties, which led to a mediated settlement by which significant sums were recovered for the creditors of the group companies.

Statutory Civil Recovery.

(Lot 3)



Terence Dickens
Partner

Our team of experienced dispute resolution and specialist fraud lawyers advises all types of clients (including public sector clients) on a wide range of civil recoveries including in relation to misrepresentation, deceit, fraudulent conspiracies, breach of fiduciary duty, and financial manipulation. We collaborate closely with forensic experts (and statutory bodies where relevant) to trace, secure, and recover misappropriated assets, wherever possible.

A brief example of our work

We advised a prominent fashion retailer in the context of a high-profile fraud investigation involving a former department head's breach of trust and misuse of corporate funds. The case involved a complex fraud investigation and a forensic interrogation of the retailer's books and records which led to the tracing of hundreds of thousands of pounds worth of payments over several years before successfully obtaining interim relief and a charging order over the defendant's property.

The matter was handled sensitively (conscious of the high potential for significant adverse PR), as well as swiftly and efficiently. Following presentation of the evidence gathered, we engaged in early without prejudice negotiations with the defendant and their solicitors. This led to a full recovery of the stolen funds, plus repayment of our client's costs on a full indemnity basis pursuant to a negotiated settlement.

Whilst the settlement had to await the completion of a house sale (so the settlement sum could be paid from the proceeds) our client's position was secured by a charge over property and an undertaking from the defendant's conveyancing solicitors to the pay proceeds of sale (up to the value of the agreed settlement sum) to our client on completion.

Supporting Public Inquiries.

(Lots 1a and 1b)



Natalie Wargent
Partner

Our firm can provide guidance and representation for clients involved in public inquiries, helping them navigate complex procedural requirements, prepare witness evidence, and respond effectively to scrutiny from investigating panels or commissions.

A brief example of our work

We advised a Charity, which operates a special school and college, residential homes and respite care for students from 2 to 25 years together with supported living services, community facilities, and services on a whole variety of issues involved in the operation of the operation of their core activities.

Alongside the day-to-day advice and support we provide to the charity, we have acted for them as Core Participants in the Independent Inquiry into Child Sexual Abuse (IICSA) for the last five years together with providing regulatory, compliance and litigation support in relation to associated issues.

We have supported the Trust to manage the competing risks and demands associated with complex legal proceedings, such public inquiries, whilst still remaining focused on its overarching aims and objectives to deliver the best education and care it can to its students who all have complex learning difficulties, disabilities, and additional communication needs.

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Sustainable Finance/Green Finance.

(Lots 1a,1b and 2)



Robert Collier
Partner

We deliver specialised sustainable and green finance expertise, advising issuers, investors, and financial institutions on structuring green bonds, sustainability-linked loans, and other ESG-aligned financial instruments in compliance with evolving regulatory frameworks and market standards. We guide clients through disclosure obligations, greenwashing risk mitigation, and due diligence processes to ensure credible alignment between financing structures and stated environmental or social objectives.

Our team also supports clients with regulatory engagement, transaction structuring, and ongoing compliance monitoring, providing practical counsel to help navigate the complex and rapidly evolving sustainable finance landscape.

A brief example of our work

Pursuing payment of liquidated damages from a renewable energy company following its non-performance of contracts for the sale of energy saving measures required by our client to satisfy its obligations to OFGEM under the Energy Company Obligation (“ECO”) scheme.

Advising on this matter required detailed sector knowledge; an understanding of the ECO scheme and related contracts; and legal and procedural expertise.

Tax Law.

(Lots 1a,1b and 2)



Allison Cook
Partner & Head of Public Sector

Our experience in the sector means that we have a great deal of expertise in working with our clients to help them to navigate their way through what can often be a highly complex set of facts and statutory regimes.

We work closely with our clients to provide bespoke, pragmatic legal solutions in a clear and concise manner. From our work in the public sector and the issues that apply to the public sector, we understand the tax complexities and challenges both legally and organisationally which can arise.