

# Mills & Reeve

## RM6240 Public Sector Legal Services

Lot 1: Full Service Provision

Prospectus version: April 2024



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Government bodies need to respond to the nation's biggest challenges, often very quickly and under great pressure. We are here to help you deliver policy initiatives and time-critical projects in the best possible way.

## Introduction

- ✓ 1000+ people across seven offices
- ✓ 600 lawyers
- ✓ 97% of our staff would recommend Mills & Reeve as a good place to work
- ✓ Awarded Platinum Investors In People status



## Working with us

- ✓ **Immersive** - Where appropriate, we dig into the areas many lawyers wouldn't, living and breathing your project alongside you. We don't limit ourselves to giving technical advice.
- ✓ **Collaborative** - We mobilise teams of specialist lawyers quickly, bringing your people along with us. This ensures we work together as one lean expert-led team from start to finish.
- ✓ **Bold** - We give you the key strategic advice you need at critical moments. We won't sit on the fence.
- ✓ **Accredited** - Our firm has Cyber Essentials Plus accreditation and a range of lawyers with security clearance.
- ✓ **Socially conscious** - We're in a fortunate position to be able to make a positive impact on society in line with our established ESG agenda. We can help you deliver on your social value objectives.
- ✓ **Risk aware** - We present risk in accordance with Government risk assessment guidance, but always recognise your own priorities and objectives.

## What else sets us apart?

- ✓ **Our culture** - Our strong firm culture (evidenced in the awards and accreditations above) helps us naturally produce outstanding service, delighted clients, and committed and happy people.
- ✓ **Access to our networks** - Our clients span the full breadth of the public, private and third sectors; from charities to listed companies, and investors to small business owners. Whatever area you operate in, we can connect you to the groups affected by your policies.
- ✓ **Tailored added value offering** - We "mix and match" our value-added offering to meet each client's individual requirements. This allows us to work in partnership to drive efficiency and develop close working relationships.
- ✓ **Relationship investment** - We invest time (for free), getting to know your team, your systems, your requirements, and your objectives. This enables us to deliver swift advice appropriately tailored to your organisation and your project.
- ✓ **Global reach** – through our hand-picked network of 'best friend' firms, we can support you with your projects in Scotland, Northern Ireland and around the world.



## Team Structure



**Greg Gibson**  
Supplier Relationship Manager and  
Authorised Representative  
[greg.gibson@mills-reeve.com](mailto:greg.gibson@mills-reeve.com)

### Framework Support

Data Protection Officer and Compliance

Officer: [Tim Winn](#)

Supplier Marketing Contact: [Emma Farmer](#)

Commercial Manager: [Hanna Bowran-Pavey](#)

For bid / tender opportunities, please e-mail: [RM6240@mills-reeve.com](mailto:RM6240@mills-reeve.com)

Capacity listed relates to lawyers with experience of working with Government sector clients. In most specialisms, we are able to call upon additional resource from lawyers working within other sectors. We would look to upskill any additional resource on the nuances of working within the Government sector quickly and **free of charge**.

You can e-mail any contact listed by clicking on their name...

		Key contact	Capacity
Mandatory specialisms	Administrative and public law	<a href="#">Richard Sykes</a>	16
	Non complex finance and investment	<a href="#">Frances Churchard</a>	13
	Contracts	<a href="#">Greg Gibson</a>	42
	Competition law	<a href="#">Kate Newman</a>	6
	Corporate law	<a href="#">Neil Burton</a>	21
	Data protection and information law	<a href="#">Peter Wainman</a>	24
	Employment	<a href="#">Stuart Craig</a>	42
	Information technology	<a href="#">Sophie Burton-Jones</a>	21
	Infrastructure	<a href="#">Stuart Thompson</a>	30
	Intellectual property	<a href="#">Mark Pearce</a>	36
	Litigation and dispute resolution	<a href="#">Eric France</a>	37
	Partnerships	<a href="#">Neil Burton</a>	6
	Pensions	<a href="#">Clare Grice</a>	2
	Public procurement	<a href="#">Shailee Howard</a>	25
	Property, real estate and construction	<a href="#">Christian Bull</a>	70
Energy, natural resources and climate change	<a href="#">Nick Helm</a>	17	
Optional specialisms	Retained EU law and EU law	<a href="#">Greg Gibson</a>	4
	Planning	<a href="#">Peter Seaborn</a>	7
	Projects	<a href="#">Jens Henniker Heaton</a>	17
	Restructuring and insolvency	<a href="#">Neil Smyth</a>	9
	Education law	<a href="#">Richard Sykes</a>	6
	Children and vulnerable adults	<a href="#">Jill Mason</a>	6
	Food, rural and environmental affairs	<a href="#">Michael Aubrey</a>	22
	Franchise law	<a href="#">Vyara Yordanova</a>	8
	Health, healthcare and social care	<a href="#">Jill Mason</a>	21
	Life sciences	<a href="#">James Fry</a>	16
	Telecommunications	<a href="#">Peter Wainman</a>	5
	Charities law	<a href="#">Neil Burton</a>	9
	Health and safety	<a href="#">Duncan Astill</a>	5
	Licensing law	<a href="#">Catherine Noble</a>	2
	Tax	<a href="#">Kevin Lowe</a>	4
	Outsourcing / insourcing	<a href="#">Martin Priestley</a>	20
	Media law	<a href="#">Richard Dawson-Gerrard</a>	9
	Immigration	<a href="#">Alex Russell</a>	5
	Public inquiries and inquests	<a href="#">Katrina McCrory</a>	14
	Mental health law	<a href="#">Jill Mason</a>	21

Other than where a restriction / limitation is identified on a specialism page, we can provide full service in all specialisms. Where required to work with subcontractors, we can work flexibly to meet client needs. We have experience project managing and acting as the central point of contact for all advice and invoicing, as well as allowing clients to liaise and work directly with the approved subcontractor.

## Social Value

As a strategic priority for our team, we work hard to deliver social value in everything we do. Here's a snapshot of our activity in this area, revealing how we support our government clients and build a representative, motivated team.



### Delivering social value for you

How can you be confident that social value is effectively delivered? We advise on what to consider when procuring services and then develop clauses and schedules with social and environmental requirements built in. Key to success is stipulating what to measure and report on, enabling departments to keep track of suppliers' social value commitments and put in place remediation steps where necessary.

**In action:** During a complex procurement process for the Department for Work and Pensions, we drafted a schedule that ensures social value is delivered throughout the life of the contract.

### Social value within Mills & Reeve

Our collaborative, innovative culture empowers our government team employees to set the agenda on social value. We work alongside members of our active firmwide taskforces for gender, LGBTQ+, race, disability and wider inclusion to co-create social value initiatives that increase representation, enhance staff wellbeing and ensure we make a positive impact on the wider world.

**In action:**

- We are steadily closing the gender pay gap each year and have done so every year we have reported on our data.
- Recruitment processes are constantly developed to eliminate bias. We are rolling out anonymised CVs and use the Rare Contextual Recruitment System to boost social mobility.
- Our comprehensive wellbeing offering supports physical and mental health and promotes healthy living. It includes confidential mental health support, financial planning tools, resilience training and sports challenges.
- Our dedicated firmwide ESG and wellbeing leads have extensive expertise in their areas and drive change every day.
- Reverse mentoring enables our senior Government team to gain greater insight into the issues employees face and how to overcome them.
- As a member of the Legal Sustainability Alliance, we share lessons learnt across firms to collectively act as an industry on climate change.
- Members of the team are encouraged to undertake charity work and raise money for the local community, even being allocated time off to enable this.

We recognise that we can always do more. To continue to improve, we're currently undertaking an in-depth consultation with clients to hear directly how we can help them achieve their social value aims.

- **55% female, 45% male** - Gender balance of the government team
- **17%** - Proportion of work performed by underrepresented groups in the government team
- **95%** - Percentage of staff that feel that our firm values people's differences
- **20** - Number of years we've been ranked as a best place to work
- **18%** - Firmwide target for Black, Asian and Minority Ethnic representation (above the Law Society recommendation of 12%)
- **0 tonnes** - None of our waste goes to landfill

## Administrative and Public Law

Lead contact: [Richard Sykes](#)

We know the common law principles, statutes and regulatory frameworks, as well as the practical and commercial issues that need to be considered when setting an appropriate course. We will help you make robust, considered decisions and be rigorous in responding to challenges.

**Broad experience** | From Government departments to Clinical Commissioning Groups and universities, our breadth of expertise means we know how to help you achieve your objectives within the public law framework.

**Multi-disciplinary team** | Our large, multi-disciplinary team of expert lawyers understand the policy, regulatory and commercial context in which you operate, enabling us to offer focused, practical advice.

**Judicial review expertise** | Each year we help avoid and resist up to 50 threatened judicial reviews.

- **Department of Health and Social Care** | We advised on the Future Operating Model for the NHS supply chain, which brings together the procurement and delivery of the requirements of the NHS for goods and services (over £10 billion annually). This work included functions/powers, procurement, governance, arms-length bodies and state aid.
- **University of Cambridge** | We established the power of the university to issue a 40-year £350 million security bond – an industry first.
- **Ministry of Defence** | We provide support and advice on functions, powers and procurement for large-scale contracts, including vires for outsourcing of activities to independent sector providers and suppliers.
- **NHS clinical commissioning groups** | We acted for CCGs in the North East and Cumbria in successfully defending judicial review proceedings by Bayer and Novartis. The challenge concerned NHS policy regarding the prescription of certain drugs.
- **Judicial review expertise** | Each year we help avoid and resist up to 50 threatened judicial reviews.

## Non complex finance and investment

Lead contact: [Frances Churchard](#)

Our team is highly experienced in producing bespoke finance documents for Government, non-departmental public bodies, local authorities, universities, NHS bodies and charities. Key to our approach is working with you to strike a balance between achieving policy objectives and protecting your commercial position. We can help with grants, bonds and private placements, domestic and overseas banking, financial litigation, guarantees, loan and security agreements, trade finance, and a wide variety of other finance arrangements. Our transactional and portfolio management support is complemented by robust but practical advice on the application of the public procurement regulations and state aid rules.

**Break new ground** | We're known for developing the first university bond.

**Guide you through the maze** | Finance documents can be long, full of jargon and often it will be the first time you've ever worked on a cutting-edge finance issue of this type. We guide you through the process, making every step more straightforward and less stressful.

- **Homes England** | We are advising on complex matters of funding, including loans, infrastructure, and grants.
- **City of London** | We worked with the corporation on its first private placement, issuing long dated senior notes to institutional investors.
- **Flagship Group** | To help raise funds for social and environmental projects, we supported the social housing group with its debut £250 million sustainable bond, acting as issuer and helping navigate the process.
- **British Council** | We supported the organisation on its restructuring funding from the Foreign, Commonwealth and Development Office. We also helped with planning for the impact of Brexit on EU grant-funded and similar projects, including Erasmus+.
- **Nesta** | We advised on the creation and close of a £20 million arts and culture investment debt fund. A mix of public, private, and philanthropic investors invested in the fund via loans and grants.

## Contracts

Lead contact: [Greg Gibson](#)

We work hard to make sure we genuinely understand your requirements and develop clear, flexible and robust contracts to deliver your policy and commercial objectives.

**Collaboration** | Our lawyers enjoy working together with our government clients, their stakeholders and other advisers. Our collaborative style means we work as an extension to your project team.

**Joined up teams** | We can deploy expert lawyers to provide seamless advice on complex procurement, contract, competition law, TUPE and pensions law issues at short notice, which means that we can ensure the quick resolution of issues so that contracts can be developed at pace.

**Can-do approach** | As well as drafting the legal terms of a contract, we “roll up our sleeves” and help develop and document payment mechanisms, performance monitoring regimes and technical and operational schedules.

- **Future Operating Model** | We advised the Department of Health and Social Care on its high-profile restructuring of the NHS Supply Chain, successfully completing a network of 13 separate but inter-linking contracts to deliver significant cash-releasing savings from the predicted £5 billion NHS annual spend through the new Supply Chain model.
- **T Levels** | Operating against a timeframe that the client described as “Herculean”, we drafted and procured contracts for the appointment of Awarding Organisations to develop, implement and assess the Technical Qualification component of the government’s ambitious T Levels programme.
- **Ventilator Challenge** | We mobilised a team of experts to work alongside the Cabinet Office, the Department of Health and Social Care and the Government Legal Department in the extremely urgent and high-profile effort to procure large numbers of ventilators in response to the Covid-19 pandemic.
- We work hard to make sure we genuinely understand your requirements and develop clear, flexible and robust contracts to deliver your policy and commercial objectives.

## Competition law

Lead contact: [Kate Newman](#)

Our competition and state subsidy law experts work with a wide range of organisations, including central government departments, non-departmental public bodies, NHS trusts, universities and local enterprise partnerships, to ensure that critical contracts and programmes, grants and loans comply with the competition and state subsidy (and previously State aid) rules.

**Expertise** | We have worked with numerous government departments and public sector bodies on their most significant competition law issues, from the Department of Health and Social Care to the Department for Education.

**Tailored advice** | We get to know you, your objectives and the issues you’re facing so we can develop a plan and offer advice that’s right for you.

- **Market restructuring** | We have advised a number of Government departments on the competition law implications of procurements that have the potential to restructure markets, particularly those that shape private sector supply chains, or grant or require exclusivity in certain markets and sectors.
- **Market enquiries and investigations** | We have supported organisations involved in two of the most high-profile Competition and Markets Authority (CMA) enquiries of recent years – bid-rigging in the construction industry and grocery supplies – and market investigations (including the investigation into the funeral market).
- **Compliance programmes** | We have developed and implemented competition compliance programmes for a range of clients, including acting for them during CMA dawn raids.
- **Subsidy Control** | We are advising the Ministry of Housing, Communities & Local Government on the subsidy control / state aid elements of its £170m Housing Infrastructure Fund grant to the London Borough of Enfield to fund infrastructure works that will unlock housing development.
- **State subsidy** | We have offered state subsidy advice on a number of technology research accelerators across different scientific disciplines, and on a research collaboration involving multi-million-pound public funding for over 20 different participants in the transport sector.

## Corporate Law

Lead contact: [Neil Burton](#)

Our team of experienced lawyers can help with all elements of corporate law and its impact on the public sector – from public and private company transactions to share acquisitions, disposals and capitalisations, Government company selection and formation, and joint ventures and venture capital advice. We also support on directors' duties, company secretarial services, operating and partnership agreements, mutuals, securities and governance matters, restructuring of ownership, and complex and innovative legal structures and initiatives.

**Impact** | We have a wealth of experience advising on social investments, joint ventures and funding arrangements, and understand the delicate balance required to protect public stakeholders and allow for commercial growth whilst achieving social objectives.

- **Department for Business, Energy & Industrial Strategy** | We worked on the sale of Constructionline, one of the UK's largest online procurement and supply chain management services which was set up initially by the government for public sector contracts. We supported BEIS on the deal to secure the future of Constructionline, ensuring customers retain access to a comprehensive and quality assured service, while achieving the highest price possible.
- **Nesta** | We advised on the creation and close of a £20 million arts and culture investment debt fund. A mix of public, private, and philanthropic investors invested in the fund via loans and grants, including Arts Council England, the National Lottery Heritage Fund, Big Society Capital, Bank of America, the Esmée Fairbairn Foundation and Nesta itself.
- **Clean Technology Fund** | We advised BEIS and the Department for International Development on the implications of a potential green bond issue backed by the Clean Technology Fund – an unincorporated trust fund providing emerging economies with scaled-up financing to support the rollout of low-carbon technologies.
- **Civil Service Live** | We presented a workshop on social impact investing at Civil Service Live 2019 and have been providing input on the Reimagine Challenge.

## Data Protection and Information Law

Lead contact: [Peter Wainman](#)

Information law, data protection and privacy involve a delicate balancing act of competing organisational and individual rights and obligations. In this fast-changing area of law, we help you to meet both your objectives and the requirements of legislation. Our team is highly experienced in advising on the use and control of information, international data transfers, Data Protection Act/UK GDPR, data processing, privacy notices and impact assessments, data sharing agreements, freedom of information and subject access requests. We can spring into action to deal with the aftermath of data breaches and have done so for a number of Government organisations.

**Experts** | With some of our lawyers also having specialist CIPP/E and CIPM data protection qualifications, coupled with software engineering qualifications, we can understand data flows within complex technology systems, as well as Cloud based environments, to effectively advise on data protection implications.

- **Requests for information** | We advised a public authority on the application of exemptions under the FOIA to refuse a request for information about research contracts with companies involved in the defence industry. Our advice was tested before the Information Commissioner and the exemption upheld.
- **Data breaches** | We supported a public sector body on its inadvertent disclosure of 12,000 people's personal data, helping prioritise actions, manage communications and create strategies for the short and long term, including liaising with data subjects and the ICO.
- **Data sharing** | We advised on the data sharing consortium arrangements for UK Research and Innovation digital hubs involving Imperial College Health Partners, Google and IBM.
- **ICO** | We have advised the ICO on information law matters relating to the Telephone Preference Service. Being trusted by the Regulator is a resounding endorsement of our expertise in this area.\*

\*NOTE: We do not advise the ICO on enforcement issues to avoid conflicts of interest arising.



## Employment

Lead contact: [Stuart Craig](#)

Due to their significant impact on an organisation and the rise in claims, employment law issues are often the most pressing concerns on your desk. Our specialist team is here to help – whether you need support with non-contentious employment matters relating to TUPE, COSOP, redundancies, restructuring, outsourcing, changes in terms and conditions and reorganisations, or contentious employment law, including litigation and dispute resolution.

**True partners** | We are an extension of your legal and HR teams, genuinely collaborating and knowledge sharing. We identify where your team can be upskilled to take on tasks, so we spend our time on more complex and involved issues.

**Clear communicators** | We are easy to deal with and aim to bring you on the journey with us. With our technologies, like our automated settlement agreement and tribunal case management system, we streamline processes and keep you up to date on all aspects of the project.

**Innovative** | We have developed innovative and effective methods for dealing with employment litigation cases and for gathering and presenting evidence. This not only improves the success rate of our clients' defences to claims but minimises disruption to managers and others involved with such claims.

- **Employment litigation** | We have exceptional experience and strength in successfully managing employment litigation, in all its aspects. We consistently handle a high number of employment litigation cases for a wide range of Government bodies, covering the full range of employment law claims. Our experience is demonstrated by the fact that over the last twelve months we have acted on nearly 300 claims for Government bodies and public sector organisations, including in the Supreme Court.
- **TUPE/COSOP** | We have worked on numerous TUPE transfers for a range of different departments, such as the DWP and DHSC, as well as government sponsored agencies such as the FCA. Our work has been extensive, from the point of tender to the drafting and negotiating of TUPE provisions. Often this has been time critical (when supporting Covid-related procurements) or complex (such as transfers involving overseas suppliers or significant potential redundancies).

## Information Technology

Lead contact: [Peter Wainman](#)

We are trusted by government and the wider public sector to advise on major and high-profile IT projects, from using a full procurement process to calling off under a framework. Whether you need support with major IT procurements or infrastructure projects, IT managed services, outsourcing migration/transition, software and cloud contracting, hardware purchasing, cyber security, social media or e-commerce – we've done it all, enabling us to spot the risks and take action.

**Experienced** | Having worked together for many years, our core team is a well-oiled machine, communicating closely and often so you never have to repeat yourself.

**Collaborative** | Throughout the project and at handover, we will do everything we can to enable your team. We share knowledge and upskill people to own the contracts once we are no longer retained.

- **Department of Health and Social Care** | We supported throughout the Future Operating Model project – a comprehensive overhaul of the existing NHS national logistics supply chain. Our work included procurements for back-end systems and for solutions to interface between suppliers to the programme.
- **HM Land Registry** | We advised on the procurement of a supplier panel for the migration of all current local land charges registers held by local authorities nationwide onto a central HMLR register.
- **Maritime and Coastguard Agency** | We worked on the critical project to replace the national radio network infrastructure enabling shore to ship communications around the UK's coastline.
- **Ministry of Defence** | We supported on a new four-year, multi-lot, Digital IT Professional Services CCS Framework (DIPS). This complex groundbreaking procurement was designed to break MOD's external resourcing paradigm, and involved Defence-wide, coordination and collaboration between MOD and CCS, conversations with Cabinet Office and Treasury, as well as extensive market engagement with over 200 potential digital and IT businesses.

## Infrastructure

Lead contact: [Nick Helm](#)

Whatever your infrastructure project – no matter how large or complex – our lawyers are ideally placed to help you see it through successfully. Our team has an established track record in the field of infrastructure projects. Our team can also draw on specialist expertise within the firm in areas key to the industry, such as planning, environmental, real estate, corporate, banking, corporate, tax and competition law. We have a construction team who have helped clients to procure construction projects with a capital value of over £1 billion. This allows us to deliver a fully integrated service to our clients.

**Experienced** | A nationally recognised practice advising on projects across a wide range of sectors including defence, healthcare, housing, highways, power generation and student accommodation.

- **Various authorities** | advised on procurement and state aid compliance in construction, infrastructure and regeneration projects undertaken by clients right across the public sector, including in central and local Government, regulators, executive agencies of government, NDPBs, universities and NHS organisations.
- **Trinity College, Cambridge** | advising the College and its subsidiary company, Dunsford Airport Limited, on the development of Dunsford Park, Surrey, for 1,800 homes through a joint venture. The 248 ha site is a private airfield with an active business park. We are advising on property, planning, infrastructure delivery, phasing, disposal and marketing strategies.
- **University of Salford** | on the procurement, preparation and negotiation of the building and infrastructure contracts required for the construction and development of the university's £800m campus masterplan.
- **Department for Work and Pensions** | on a series of contracts to enable the department to deliver infrastructure and high value capital works projects across the UK.

## Intellectual Property

Lead contact: [Mark Pearce](#)

We can help you protect and make the most of your intellectual property. We will ensure you have an effective IP strategy, the right protection, prevent infringers benefitting from your creation and help you fully exploit your intellectual property. We are ideally placed to support government departments on the IP aspects of projects. With our patent and trade mark attorney, we can also advise in-depth on complex patent issues, trade marks and branding. We have particular expertise in establishing arrangements for complex, multi-party, IP collaborations. Having worked with numerous Government sector clients to achieve their aims, we have the experience to help you – whether you need support with assignment and licensing, commercialisation, copyright, database rights, design rights, patents or trade secrets.

**Practical** | We strive to make the complex understandable so that you can make decisions on the best ways forward.

**Tailored advice** | We are committed to providing focussed advice by getting to know your organisation and understanding the restraints within which you operate.

- **Ministry of Defence** | We provided advice on complex intellectual property issues around preventing long term “lock-in” to a particular supplier.
- **Department of Health and Social Care** | We work on intellectual property issues relating to vaccine supply.
- **Department for Education** | Our team advises on trade mark protection and branding issues in relation to new policy initiatives.
- **IELTS Partners** | We acted for the British Council, IDP: IELTS Australia and Cambridge Assessment English on the registration and protection of the IELTS (International English Language Testing System) brand globally.
- **Brexit Preparations** | Richard Plaistowe, one of our Principal Associates, is an active member of the International Trademark Association (INTA) Brexit Taskforce. The taskforce advises on the impact of Brexit on trade marks and designs, obtains information from relevant bodies (such as the UK and EU Intellectual Property Offices) and makes recommendations on issues of particular concern to INTA.

## Litigation and Dispute Resolution

Lead contact: [Eric France](#)

For decades, litigation and dispute resolution team has helped Government departments, agencies and public bodies navigate problems and find commercial and practical solutions to the disputes they sometimes face. Where possible, we try to help you avoid disputes but when a dispute is unavoidable, our litigation and dispute resolution team will do everything in its power to help you achieve a positive and cost-effective resolution.

**Collaboration** | Every case and every organisation is different. Based on your situation and the strengths and risks of the case, we will first work with you to agree your ideal outcomes. In dialogue with you and your team, we learn about your perception and assessment of the value and risk of the disputes that you are trying to resolve.

**Clarity** | In a one-page report, we show progress against objectives and transparency on current and expected costs.

**Control** | We offer control of all tasks and deadlines underpinning the dispute resolution strategy, supported by knowledge sharing and training on an ongoing basis, all ensuring we can work together seamlessly.

- **EANI** | We acted for Education Authority Northern Ireland in order to successfully resist on public interest grounds an injunction. The injunction would have prevented the use of software critical to the operation of NI schools and interfered with NI government policy on the procurement of Ed-tech for NI schools.
- **Department for Business, Energy & Industrial Strategy** | We advised the Secretary of State for BEIS on the successful service of director disqualification proceedings by social media, including Facebook.
- **Department of Health and Social Care** | We successfully lifted an injunction and defended an application for summary judgment. We resolved a procurement challenge by the incumbent supplier in respect of the logistics contract awarded as part of the Future Operating Model restructure of the NHS Supply Chain.

## Partnerships

Lead contact: [Neil Burton](#)

Our team is a recognised leader in this dynamic and complex area of law, regularly advising on ground-breaking national initiatives. We design and create partnerships that lead to success and mitigate regulatory and other risks. Our diverse client base means that we advise on a variety of corporate structures, including on the establishment of traditional partnerships under the 1890 Act, limited partnerships under the 1907 Act (including private fund limited partnerships under the 2017 Order), and limited liability partnerships under the 2000 Act. We have also supported Government departments on the implications of partnership law, for example in disputes.

**Delivery focused** | We have in-depth experience of project managing innovative, complex and high priority projects with numerous stakeholders in the private and public sectors.

**Impact** | We are involved in the developing market for social impact investing. We structure funds to meet your legal requirements and achieve your impact objectives.

**Experienced** | We act for Government, public sector and corporate clients on a wide variety of corporate and commercial issues, giving us a strong understanding of all elements of partnerships.

- **Department for Education** | We advised on the implications of several different structures, including a limited partnership on a proposed fund vehicle. We also supported the department in analysing the resulting risks and liabilities.
- **Department of Health and Social Care** | We supported a Limited Liability Partnership and the department (which was a shareholder in a joint venture company), on a sale to a subsidiary of an Australian listed company.
- **Urban developments** | We advise property developers and landowners on limited liability partnership structures for strategic urban development projects.

## Pensions

Lead contact: [Clare Grice](#)

Complex, high profile and hugely important to employees, pensions need to be dealt with both sensitively and robustly. We can help, whether you need support setting up or updating a public, private or Civil Service pension scheme, or support with policies and guidance such as Fair Deal, New Fair Deal and its successors. Our dedicated team of pensions lawyers provide genuine, in-depth expertise on public sector pensions issues. Our clients include central and local Government, the NHS, sponsoring employers across all sectors and trustees of various sizes of occupational pension schemes.

**Clear** | We work with you to determine your needs and requirements so we can provide recommendations that are practical, understandable and commercial.

**Enthusiasm** | We have total commitment to the work we do, with a genuine enthusiasm and passion for helping our clients achieve their objectives.

- **Department of Health and Social Care** | Our team played an important role in negotiating and documenting the complex pensions aspects of a transaction for the department. This involved arrangements with the NHS Pension Scheme and the application of New Fair Deal.
- **Public sector pensions** | We advise on the pensions aspects of contractual arrangements with public sector bodies and the requirements and options of future service benefit provision. Our clients in this area include the NHS Property Service, Teachers' Pension Scheme, the Civil Service Pension Scheme and Local Government Pension Scheme. We help set up the process by which the client will become a participating employer and what liabilities might arise in the future and on termination of the contract.
- **Disputes** | We advised a public sector organisation on a Pensions Ombudsman dispute with a member. This arose out of a voluntary redundancy programme which resulted in the member being provided with incorrect information on their pension benefits.

## Public Procurement

Lead contact: [Kevin Calder](#)

To achieve the best procurement outcome, authorities must often move quickly and design robust, resilient tender processes with documents ready before the competition begins. From the first step, our team will guide you, helping ensure compliance with the supplier selection rules, while meeting challenging timescales.

**Expert advisers** | Constantly on the pulse of developments, our online [Procurement Portal](#) - the UK's leading free resource on public procurement rules and impending reform - complements our service by responding to the big questions of the day. We are the firm behind the popular [5 in 25](#) series of webinars which provides training in an easily digestible format.

**Close collaborators** | We work collaboratively with clients in helping them prepare specifications, evaluation criteria, and scoring methodologies. We have experience of observing moderation meetings to give you an additional layer of assurance of your process. It's important to us to work alongside you to deliver a procurement that works smoothly and effectively.

- **Department of Health and Social Care** | We advised on a high-value and complex multi-stream procurement process involving the NHS supply chain. This work involved open, restricted and competitive dialogue procurements.
- **Department for Work and Pensions** | We have been advising on the procurement aspects of business-critical arrangements for facilities management services as part of the DWP's Estates Target Operating Model Programme.
- **Maritime and Coastguard Agency** | We are advising on the procurement of the UK second-generation search and rescue aviation programme. We supported the authority through the competitive procedure with negotiation, including the provision of training to evaluators at key junctures of the process.
- **Health Procurement Portal** | This pioneering new resource centre includes over 90 document templates and guidance notes designed to make health-related procurement straightforward and helping avoid the need to reinvent the wheel each time.

## Property, Real Estate and Construction

Lead contact: [Christian Bull](#)

We support public bodies with acquisitions, disposals, estate rationalisations, Crown, commercial and residential real estate, development and construction law, dispute resolution and litigation, freehold, leasehold and licences, investment, management, non-complex finance and investment, tax, landlord and tenant issues, planning law and environmental law.

**Construction expertise** | We offer a full spectrum of legal advice for the construction sector, including advice in relation to frameworks, outsourcing and procurement. Clients include Government departments, healthcare bodies, local authorities, universities, contractors and energy companies. We also have a highly experienced construction disputes practice.

Restrictions: Compulsory purchase, social housing, heavy infrastructure.

- **Homes England** | We support Homes England in its role investing in supply and intervening in the market to help placemake and deliver 300,000 homes a year by the middle of the next decade.
- **Defence Infrastructure Organisation** | We played a vital role in the largest ever urban regeneration project to take place on DIO-procured surplus Ministry of Defence land.
- **Department for Work and Pensions** | We advise on all operational aspects of the contracts forming its Estates Target Operating Model project, an integrator model of contracting for DWP's accommodation needs across its estate, including hard and soft FM, security and new capital works.
- **Construction disputes** | Advising and acting for an NHS trust on a series of high-value and complex adjudications arising out of ProCure 21+ framework.
- **Construction contracts** | Working with the Ministry of Defence's in-house legal and property teams to deliver NEC3 and NEC4 ECC contracts (with specific Z clauses to meet the client's needs) for its latest national and international construction frameworks.

## Energy, Natural Resources and Climate Change

Lead contact: [Nick Helm](#)

We know the sector and the energy market. Our team advises developers, investors and landowners on institutional and private landowners, businesses operating in and around the energy sector, master developers, government, businesses, investors, IDNOs, on all manner of energy projects and issues, from oil and gas to clean tech and renewables. including clean tech, renewables and oil and gas. We support on all aspects, from planning law including for nationally significant infrastructure projects (DCOs), and procurement law through to contracts and dispute resolution and litigation, with specialist support available in other key areas, such as non complex finance and investment, corporate, construction, tax, competition law and environmental law. Increasingly our work is in the Net Zero space.

- **Energy centres** | We advised several NHS trusts and universities on procuring Energy Centres (including PPP and build-only models). We helped to deliver, through competitive procurements, guaranteed energy saving commitments from the private sector. This enabled the public sector procurer to both deliver savings year-on-year and enhance the resilience of their future energy supplies.
- **Green energy** | We advised a leisure organisation on the procurement of an Energy Centre to deliver "green energy" to assist it to deliver top quartile sustainability targets. The Energy Centre was delivered on time and on budget and the Mills & Reeve advisory team received a "Delivering Excellent Service" award from the client for its work in supporting this sustainability initiative.
- **Clean Air Zones** | one of our team has advised on a number of clean air zones including the ambitious Greater Manchester CAZ and associated clean air interventions.

## Retained EU Law and EU Law

Lead contact: [Greg Gibson](#)

Despite the UK's exit from the European Union, UK laws originating from and linked to our relationship with the EU will continue to remain significant, particularly those EU-derived laws specifically retained as a result of the UK's EU Withdrawal Act 2018. In addition to our expertise in competition law and state subsidy, we have worked with a number of Government departments to ensure their contracts correctly reflect the position in relation to retained EU law and EU law, including in connection to data protection and the rules relating to data exports.

**Wide expertise** | With our in-depth experience, we can support with whatever you might need when it comes to EU law – including Dispute Resolution and Litigation, UK and EU compliance burdens, project planning to avoid litigation and delay, competition law, environmental law and public procurement law, timelines and procedures.

- **Department for Business, Energy & Industrial Strategy** | We provided advice on potential state aid issues relating to the proposed disposal of an asset to the private sector. We went on to develop a robust and EU law compliant supplier selection process.
- **UK Government** | We supported a series of procurements to deliver a major Government policy initiative, including advice on lotting strategy, evaluation methodologies and structuring to provide support for SMEs.
- **Technology research accelerators** | We provided state subsidy advice to accelerators across different scientific disciplines, and on a research collaboration involving multi-million-pound public funding and over 20 different participants in the transport sector.
- **British Council** | We worked with the British Council to help plan for the impact of Brexit on EU grant funded and similar projects, including Erasmus+.
- **Intellectual Property Office** | We have worked with the IPO to identify IP-specific Retained EU Law and advised on the potential impact of the Retained EU Law (Revocation and Reform) Bill. For this project, the IPO benefited from involvement of our expert Research & Information Team (individuals who are not lawyers but are trained in legal research techniques) and the results of our analysis were published on the IPO's website.

## Planning

Lead contact: [Peter Seaborn](#)

The planning system is complex and ever-evolving, combining legislative requirements, competing priorities and political input. Our specialist team is well versed in advising on even the most challenging development proposals. We are involved in promoting some of the largest planning projects in the country. We offer a dedicated team of specialist planning solicitors, and have extensive experience and a national reputation, particularly in large scale strategic land projects. We can help with everything from planning strategy, EIA, CIL, historic buildings and heritage, highways, compulsory purchase, section 106 agreements, inquiries and appeals, judicial review and managing planning risk.

**Strategic land** | We are experienced in acting on some of the largest strategic land projects in the country and are recognised for our problem-solving expertise in this area.

**Holistic** | We work for promoters, developers, landowners, and local planning authorities so understand the planning system from all perspectives.

- **Defence Infrastructure Organisation** | We advised the DIO as landowner and promoter of Prince Philip Barracks in Bordon on the redevelopment of the barracks for 2,400 homes, a relief road and town centre.
- **Homes England** | We are advising Homes England on the promotion of Northstowe, a 10,000 home new town in Cambridgeshire.
- **Urban&Civic** | We advise Urban&Civic in its role as master developer in connection with its major new settlements and communities at Alconbury Weald, Houlton, Corby, Waterbeach and St Neots.
- **University of Cambridge** | We are advising the university in its capacity as a statutory objector to the proposed Cambridge South Infrastructure Enhancements Transport and Works Act Order. We advised on the objection, statement of case and the preparation of proofs of evidence, as well as providing strategic advice on the formulation of the university's case.

## Projects

Lead contact: [Andrew Ray](#)

Our projects practice has an excellent reputation within Government for delivering complex projects to time and to budget. We have advised on over 100 PPP projects acting for both public bodies and industry partners. Our expertise spans defence, aerospace, health, waste, transport, social services, blue light, prisons and education. Different clients like to work in different ways. We are completely adaptable and will work to your requirements.

**Adaptable** | Different clients like to work in different ways. Some want us to take charge and do everything; others want to retain control of discrete elements of the project depending on in-house expertise; others like to collaborate and workshop issues. We are completely adaptable and will work to your requirements.

**Technical detail** | When appropriate, we will get into the technical detail underpinning the main contract. This way we can ensure that the whole contract (and not just the T&Cs) reflects the parties' intentions and that there are no conflicting provisions.

**Approachable** | We are an extension of your project team, thinking carefully about how we can support you and where we can bring the most value. We do not sit on the fence but give straightforward advice. Many of our lawyers are SC cleared.

- **Ministry of Defence** | We regularly work with the Ministry of Defence and Defence Infrastructure Organisation including on: 1) Major variations to MoD's £500 million Main Building PFI Project, delivering significant efficiency savings. 2) The MORPHEUS project, a £ multi-billion programme which opened up the existing BOWMAN battlefield tactical and communications information system. We also worked on the subsequent procurement of multiple contracts to support and enhance the system. 3) The AFDS Programme, where we advised on a range of possible delivery models to satisfy DIO's requirement for 20,000 new service personnel homes.
- **Department for Work and Pensions** | We advised on all operational aspects of the contracts forming the Estates Target Operating Model project, an integrator model of contracting for DWP's accommodation needs across its estate. This included hard and soft FM, security and new capital works.
- **Maritime and Coastguard Agency** | We advised on all legal aspects of the procurement of a major aerial surveillance service contract and the operational aspects of existing and replacement contracts.

## Restructuring and Insolvency

Lead contact: [Neil Smyth](#)

We know that the knock-on effects of restructuring and insolvency are not to be taken lightly. We have extensive experience of advising robustly on both non-contentious and contentious restructuring and insolvency matters.

- **OFGEM** | We drafted internal guidance for the industry regulator in the event of an energy supply company being in financial distress and OFGEM needing to ensure continuity of energy supplies.
- **Care Quality Commission** | We are on the panel advising the CQC's Market Oversight team on restructuring issues arising out of the financial distress of care homes and adult care providers.
- **Insolvency Service** | We are one of only five firms on the Insolvency Service panel and the only non-incumbent provider to be appointed.
- **Department for Education** | We have also been appointed to the Department for Education's panel advising on the financial distress of education establishments in the further education sector.
- **OFGEM** | We have recently had a secondee working with OFGEM on the special administration of an energy supplier and supplier of last resort transfers.
- **Regulator of Social Housing** | We are appointed to the Regulator's panel and advise that team on issues arising in respect of insolvent providers and its own special administration regime.

## Education Law

Lead contact: [Richard Sykes](#)

We have a substantial practice advising further and higher education institutions, Multi Academy Trusts, awarding bodies, as well as national regulatory bodies and the Department for Education. The firm acts for over 120 universities, colleges, national agencies, academies, educational businesses and charities. Our in-depth understanding of the sector makes us an ideal partner for projects involving education law issues. We can help with:

- ✓ Early years to higher education
  - ✓ School workforce
  - ✓ Pupil/student related litigation (including admissions, exclusions and equalities)
  - ✓ Governance and reorganisation issues
  - ✓ Inspection and regulation
  - ✓ Finance, funding and student finance
  - ✓ Related charity, contract and property issues
- **Qualifications bodies** | Our advice to awarding bodies in connection with the extraordinary examination arrangements during the Covid-19 pandemic served to ensure the qualifications regulators made practicable decisions over the operation of the special regulations imposed for the June 2020 and 2021 examination seasons.
  - **Litigation** | We worked to help an Academy resolve a complex, intractable pupil exclusion issue without the expense and publicity of a legal challenge.
  - **Education funding** | We supported the Department for Education on a project to establish a new form of funding arrangement to expand the provision of nursery places in the UK.
  - **T Levels** | We advised the Department for Education and the Institute for Apprenticeships and Technical Education on the development and introduction of T Levels.

## Children and Vulnerable Adults

Lead contact: [Jill Mason](#)

Our national healthcare team regularly deals with sensitive cases involving children and vulnerable adults. Clearly, these can be some of the highest profile, highly sensitive issues and the team are alive to this in every individual case. We have a genuine understanding of the skills needed to deal effectively with best interests, applications relating to children (in the High Court) and vulnerable adults (in the Court of Protection), as well as care proceedings, child protection, Child Safeguarding Practice Reviews and children's continuing care. The team have a detailed knowledge of key pieces of legislation including the Children Act, Mental Capacity Act, Mental Health Act and Care Act.

- **Serious Medical Treatment** | Advised Portsmouth Hospitals University NHS Trust in respect of the medical treatment and deprivation of liberty of a child who was admitted to hospital following an intentional overdose. The matter was urgent because the child was refusing all food and most fluids so there was a risk of serious illness or death. The Trust wished to ensure that it was lawful and in the child's best interests for the proposed treatment, which involved nasogastric feeding and possible restraint, to be provided. Within a week of instruction an application was made to the Family Division of the High Court under its Inherent Jurisdiction and the Order sought was made enabling the child to be restrained and fed.
- **Children and deprivation of liberty** | We have advised on registered and unregistered placements for children being deprived of their liberty, including some creative approaches in relation to the registration of bespoke services as children's homes and alternatives, given the shortage of identified, registered placements.
- **Looked after child** | A 16-year-old LAC in the care of the LA was subject to the High Court's Inherent Jurisdiction for children who lack capacity and was subject to a deprivation of liberty. She was admitted to the care of our Mental Health Trust client but needed to be discharged to a suitable secure residential placement. The client was required to provide evidence to the High Court to assist its decision-making. At short notice, Mr Justice Hayden, the President of the High Court Family Division summoned the Chief Executive of the Trust to court to give evidence, so we dealt with the Trust's legal representation and advocacy before the court. The matter was an important one given the specific circumstances of the patient, the court's scrutiny and the potential reputational issues for the Trust as the case was conducted in open court.



## Food, Rural and Environmental Affairs

Lead contact: [Michael Aubrey](#)

We have a long-established agricultural team and our expertise in food, rural and environmental affairs comes from decades of experience advising on relevant issues on the ground. The team can address issues ranging from ground water access, through to pollution control, and on the legal aspects of every element of the food supply chain. We support government organisations with animal and plant health and animal welfare, farming, fisheries and marine, and wildlife. We support on flooding, emissions and pollution issues, waste and recycling, water services and quality, and water, air and land use. We also specialise in food supply chain and regulation.

**Deep expertise** | We have one of the largest teams of food and agricultural lawyers in the country, with experts specialising in every legal element of the food supply chain.

**Action based on understanding** | We understand the issues you face and can deal with the legal technicalities, providing robust, practical advice to guide you when you need it.

**Close industry knowledge** | One of our food safety and labelling experts is on the board of the Food Law Group. We advise food business operators on a daily basis on labelling and marketing issues, product development and product names, health and nutrition claims, allergens and product recall and liability.

- **Farm estates** | When the Wellcome Trust purchased the farming business of the Co-operative Group, we advised on this, one of the UK's largest ever acquisitions of agricultural land.
- **Food chain safety** | We supported a global food business during a contamination event at a multi-national level, including on the application of the Food Safety Requirements.
- **Portfolio management** | We work with Trinity College, Cambridge on the management of its agricultural land portfolio, including tenancy restructuring, acquisitions and disposals.
- **Manchester University NHS Foundation Trust** | We provided advice on registration requirements, risk assessment and liability implications for a food business.
- **Royal Northern College of Music** | We advised on allergen warnings and labelling and liability implications between the college and its external caterers and reviewed and updated relevant internal policies.
- **Environmental** | We advised a consortium of 20+ landowners on a nationally significant bio-diversity scheme in North Norfolk. It involved collaborating and pooling land tax efficiently to enter into a 30-year scheme to enhance the natural habitat.

## Franchise Law

Lead contact: [Jayne Hussey](#)

When you decide to set up a franchise operation to help roll out your service across the country, we can help you decide the best approach and design, support you to implement a pilot franchise, and establish the right legal arrangements to protect your intellectual property and maintain quality. We advise both Government franchisors and franchisees on all aspects of their franchise arrangements, including drafting appropriate agreements and protecting the intellectual property and goodwill in the franchise operation. We can advise on the protection and exploitation of trade marks in the UK and beyond. We can also advise you in relation to the contentious aspects of franchise agreements.

- **Awards scheme branding** | We advised a Government department on the potential to exploit and licence the brand of an existing awards scheme. We provided strategic input and guidance on the appropriate model to both maximise the future success of the scheme while achieving value for money for the department's investment.
- **Education concession** | We worked with the Department for Education, advising on the use of branding restrictions to manage the roll out of its T Levels education programme to be run by independent licensees.
- **Acquisitions** | We have acted on multiple deals for the acquisition and disposal of hotel franchises and motor dealerships, including providing corporate and real estate (site acquisition) advice, and advice on funding and the franchise agreement.
- **Network Management** | We have experience in assisting franchisors with managing their networks, including managing the franchisee renewal process and assisting franchisors with managing the sales process when their franchisees sell the franchisee's business.

## Health, Healthcare and Social Care

Lead contact: [Jill Mason](#)

Our extensive experience in the health and care sector means there's not much we haven't seen. Our work with the Department of Health and Social Care, providers in both the public and private sector, NHS Digital, NHS England, Clinical Commissioning Groups and emerging Integrated Care Systems (ICs) means we can expertly help with commissioning, transactional work, litigation, regulatory issues, delivering care, risk management, people, real estate, projects and much more.

**Deep sector knowledge** | Our depth and breadth of experience enables us to understand every part of the complex health and care ecosystem and so offer you the advice to meet your goals. Our work includes everything from M&As to major contracts, service redesigns, governance, regulator relationships, and workforce and patient issues.

**Offer 24/7 access** | We know that healthcare can be a matter of life and death and decisions may need to be made urgently. Our team is passionate about supporting our clients, whenever they need us. We even have a 24-hour healthcare phone line so you can be confident of immediate, easy access to our advice.

- **Public Inquiries** | Supporting the UK HSA as one of the Core Participants in the UK Covid-19 Inquiry, commencing with modules 1 and 2. Module 1: resilience and preparedness opened on 21 July 2022 and is designated to look into the preparedness for the pandemic. Module 2: Core UK decision-making; political governance opened on 31 August 2022.
- **Digital** | Advising NHS England in connection with the procurement and regulatory permissibility of digital providers being appointed under the Digital First Online Consultation and Video Consultation to provide clinical services (to ease work-load pressures and to improve access) as opposed to simply providing a digital platform for use by primary care contractors.
- **Provider Collaboratives** | Worked with Lancashire and South Cumbria NHS FT as they entered into two Lead Provider partnering relationships with other NHS and independent sector providers to deliver (i) Adult low and medium secure specialised mental health services and (ii) CAYP Tier 4 Mental Illness, ED and LD Services.

## Life Sciences

Lead contact: [James Fry](#)

We have a nationally renowned full service practice focussed on supporting organisations in all life sciences fields – pharmaceuticals and biotechnology, medical devices, diagnostics, med tech and tech bio. We can help wherever you need support, whether that is to acquire or dispose of new products and services, protect innovations, negotiate a complex technology or IP contract or deal with regulatory compliance issues. Our specialisms include corporate and commercial, regulatory, and patents and IP.

**Understanding beyond the law** | Our life sciences team includes lawyers with scientific backgrounds and experience of working in-house at life sciences organisations, enabling us to really understand complex technical background to life sciences issues and how other organisations approach matters.

**Understanding beyond the Government** | Our life sciences advice to the government and public sector benefits from our work for a broad industry client base including global pharmaceutical and med tech businesses and academic institutions. We also regularly support regulatory bodies.

- **Vaccines and clinical trials** | We advised UKRI on its funding of a number of accelerated late-stage clinical trials for medicinal products for the possible treatment of Covid-19.
- **MHRA** | We continue to advise the National Institute for Biological Standards and Control (a division of the Medicines and Healthcare Regulatory Agency, the MHRA) on a range of IP matters, including material transfer agreements, research collaborations and cell line licensing arrangements.
- **Ventilator challenge** | We supported the Cabinet Office on its ventilator challenge programme including a range of contracts, public law and regulatory issues.
- **Health data** | We advised Health Data Research UK on its scale-up activities including establishment of its research hubs and a range of IP and licensing issues.

## Telecommunications

Lead contact: [Peter Wainman](#)

The right telecommunications set up is key to the successful functioning of the public sector. Our input to the public sector on telecoms issues ranges from outsourcing major ICT services, such as voice over IP technology, through to procuring broadband connectivity. In addition, our lawyers have expertise in contact centre/call centre contracts, including offshore outsourcing. Our lawyers have negotiated against some of the biggest telecoms providers in the industry for our clients, including companies such as: AT&T, Vodafone, Orange, Telefonica, BT, TalkTalk, Sky and Virgin. In this area, we can support with commercial, compliance, data protection, transactional and intellectual property issues.

**Restrictions:** Telecommunications regulation

- **Maritime and Coastguard Agency** | We recently worked with the agency on the Radio Network Infrastructure Replacement Programme, supporting on the procurement of critical national infrastructure that will enable all communication transmissions to and from ships at sea and HM Coastguard offices. We mitigated against the risk of procurement challenge, developed detailed negotiation plans and prepared the draft master agreement.
- **British Council** | The British Council's global customer service function consists of around 1,000 staff based in offices in over 100 countries. We worked with the British Council to procure a cloud-based, soft phone telephony solution for use in its contact centre environments, to facilitate flexible working and ensure systems integration. We advised on how to structure arrangements with the cloud telephony provider for implementation, drafted the contract and advised on issues arising from the procurement process.
- **Financial Conduct Authority** | We advise the FCA on the procurement of telecommunications, data centre connectivity and other related services.
- **Ministry of Defence** | We supported on the MORPHEUS project, procuring state-of-the-art battlefield communications systems.

## Charities Law

Lead contact: [Neil Burton](#)

Our charity lawyers help organisations thrive in a changing world. We have considerable understanding of charity law structuring within government constraints, and match this with expertise in procurement, property, commercial advice and tax structuring.

**Holistic** | Our team pulls expertise from across the firm to ensure we can look at our clients' issues from every angle and offer the appropriate support and advice.

**Commercial** | We regularly help large charities make the transition from being a Government or publicly-funded entity to self-standing through generating their own commercial revenue, such as the British Council.

**Knowledge** | We work extensively with many household-name, Government-funded charities including the Wellcome Trust, the British Medical Association and Royal Society of Chemistry.

- **English Heritage** | We are helping the charity transition from central funding to self-funding, working as an extension to the in-house team, dealing with complex matters or where capacity is an issue. We are advising on the terms of a legacy, a variety of properties and preparing fundraising template documents for commercial partnerships.
- **UK Research and Innovation** | We advised on the creation of the new National Centre for Digital Innovation, including mapping the principles for collaboration, identifying how new intellectual property may be created through use of different datasets, and confirming how IBM's quantum technology would keep data secure. We also advised on the purchase of a supercomputer, including carrying out procurement and contracting.
- **NESTA** | When the foundation was seeking an exit from its HQ lease and to relocate to a new building, we helped assess a number of properties and identified a new build development with the opportunity for growth, interim commercialisation (via sub-letting) and conferencing. We handled due diligence involving our real estate, planning, environmental, construction and property tax teams, and negotiated a raft of complex documents.

## Health and Safety

Lead contact: [Duncan Astill](#)

Our expert lawyers can proactively manage risks and jump into action to provide expert advice following an incident. If you unexpectedly need to deal with a fatal accident or serious injury, our specialist team of lawyers can provide you with the expertise required to minimise the risks to your business. We will support you every step of the way. We have over 30 years' experience helping all types of clients with their health and safety law issues.

**Inquest-ready** | We attend over 100 inquests a year on behalf of clients, making us a firm of choice where experience in handling inquests and advising on the outcome is required.

**Highly experienced** | We offer health and safety advice extensively to Government and NHS departments as well as organisations across the health, education, insurance, agribusiness and real estate sectors.

- **Death of employees** | We provided advice to a UK regulator and Government agency from when an employee drowned until the matter had been concluded in court. This work included comprehensive written responses following requests for a PACE interview and very detailed mitigation. The result was a much-reduced financial penalty.
- **Fire safety and asbestos** | We advise a number of public bodies on fire safety and asbestos issues, including investigations, disputes over responsibility and provision of information to the Health and Safety Executive.
- **Liability** | We have provided advice at the heart of government in respect of potential criminal and civil liabilities arising out of Covid-19 response measures, which included guidance on how certain issues could be managed using existing liability schemes.
- **Prosecution** | The team are presently advising a large food and agriculture business who are being prosecuted by the HSE following a serious chemical incident at their plant.
- **Investigations** | We have been acting on behalf of one of the country's leading research institutions on a Health and Safety Executive investigation into a serious incident in the workplace involving unguarded machinery.

## Licensing Law

Lead contact: [Catherine Noble](#)

The fundamental concepts, and practical application, of licensing law can be complex. It is necessary to navigate major pieces of legislation, including the Licensing Act and the Gambling Act, as well as having an understanding of the overarching principles and objectives of the legislation. In this landscape, some organisations are unknowingly acting in ways that leave them open to losing their license, or prosecution. We can help you to understand licensing legislation and provide specialist legal advice tailored to meet your needs.

**Practical, tailored advice** | There is rarely a "one size fits all" answer to a licensing question. We take time to understand your needs, and then work to towards a solution.

**Broad experience** | We have worked with a wide range of clients, all with different needs. This means we have a good all-round understanding of the issues that may arise and are able to provide a holistic approach (supported by colleagues from other teams where necessary).

- **University of East Anglia** | We advised the university, and acted for it, on its application to vary its premises licence for its shop and to extend the opening hours. The application included provision for sales after midnight; conditions were negotiated with the police.
- **A Cambridge College** | We advised, and acted for, the College in relation to an application to vary its licence to add two new licenced areas. These areas will allow the College to extend its entertainment offering.
- **Edgbaston Priory Club** | The club needed urgent assistance in applying for a new licence so that it could host a tennis tournament. We assisted with the application process and advised on ancillary issues including the possibility of applying for Temporary Events Notices (and their limitations in the context of a tournament).
- **Various** | We have advised various companies in relation to breaches of licencing law, including breaches of the Licensing Act 2003, and breaches of Covid regulations.

## Tax

Lead contact: [Kevin Lowe](#)

Whatever the tax issue you face, we have more than likely seen it before and can help you solve it. Our experienced corporate tax lawyers identify tax issues before they happen, and explain and resolve inevitable tax questions that arise in transactions. Our tax advice to Government matches the diverse requirements we know arise for you in the course of major projects and when implementing new policies. We provide tax advisory services including guidance on how to achieve your commercial objectives while minimising avoidable tax charges; and implementation and transaction support services to ensure that your tax strategy is properly carried out. Our key services include VAT, corporate, property and charity tax, as well as employee incentives and social finance.

**Practical** | Offering theoretically correct legal advice is one thing, but we believe the key to a successful partnership is ensuring that what we recommend works, not just on paper, but on the ground too.

**Experienced** | We regularly give tax advice on projects, reorganisations, investments, transactions, structuring joint ventures and outsourcing, and work with clients and their accountants in both the public, private and charitable sectors.

- **Government outsourcing** | We provided tax structuring advice on the options for a complex IT outsourcing by the Environment Agency and a number of related Government bodies.
- **Developments** | We offer structuring assistance on high value residential and commercial property developments and transactions for central and local Government. This includes advice on VAT, SDLT and the tax structuring implications of using commercial trading entities and joint venture vehicles.
- **Social investment** | We supported a non-profit investment fund manager with the creation of a £30 million private fund limited partnership European Social Enterprise Fund with cornerstone investment from Big Society Capital. Our work included advice on Social Investment Tax Relief and FCA regulation.
- **IR35** | We have advised a number of public sector bodies on IR35 and its impact on the way in which they engage consultants and other non-permanent workers.

## Outsourcing/Insourcing

Lead contact: [Martin Priestley](#)

With extensive public sector experience and an understanding of your mirror markets such as IT, we will be your guide through complex outsourcing projects. We are here for you from when you start scoping out requirements, through running the competition, developing contracts, and undergoing renegotiations, to even exiting from troublesome relationships. We help deliver outsourcings of IT, business processes, laboratory testing services, back office functions, facilities management, logistics and warehousing, archiving, print services, claims handling, call centres and catering. We also advise on shared service models, start-to-finish contract management, open book contract management provisions, incentivisation and reward mechanisms, KPI and service credit regimes and specialist support (such as employment law, intellectual property law, real estate, tax and public procurement law).

**Collaborative** | We become part of your team, there by your side to make sure the process runs as smoothly as possible.

**Focused** | We know the value of defining KPIs and ensuring they are measurable and reported on regularly. We navigate the way ahead when projects don't progress as expected.

- **Ministry of Defence** | We work extensively with the Ministry of Defence, including helping to outsource Defence Business Services to Serco. The four-year contract included corporate, HR, finance, information and vetting services with a performance-related payment mechanism. Another example of our work together is on the TUPE and pensions aspects of a ten-year contract for the entire recruitment needs of the Army, and ICT for the Navy/Air Force valued at £440 million, with around £300 million benefits for the Ministry of Defence.
- **Defence Infrastructure Organisation** | We supported on Project Hestia - the outsourcing of the entire soft facilities management service for most of DIO's estate.
- **Department of Health and Social Care** | We advised on the renegotiation of one of the UK's largest outsourced logistics contracts, with an annual spend under the relevant frameworks of several billion pounds.

## Media Law

**Lead contact:** [Richard Dawson-Gerrard](#)

As recognised experts in reputation and brand management and media litigation work, our team protects public bodies from reputational harm from intrusive media in print, online and on social media. In these often highly sensitive situations, you can trust our team to jump into action to offer informed, insightful advice. We act on defamation, data breaches, privacy and breach of confidence, misuse of private information, harassment, disclosure orders and intellectual property and copyright issues. We also advise organisations when developing media contracts.

**Reactive** | Understanding that speed is often of the essence, we always aim to achieve quick results to minimise reputational harm, adverse publicity, and exposure.

**Proactive** | We work with communications officers to provide pre-publication advice and lawyer clearance when issuing statements to the public, mitigating the risk of reputational harm and legal claims.

- **Household name institution** | When an individual made potentially harmful comments on social media, which were picked up by news media, we defended the allegations and prevented High Court proceedings with timely, strong pre-action correspondence.
- **West Midlands Ambulance Service** | When a claim arose out of statements made to the BBC, we represented the public body by defending libel proceedings – which were successfully struck out.
- **Leading Media & Communication Cases** | we defended libel and malicious falsehood proceedings in the Royal Courts of Justice when our clients were accused of libel and malicious falsehood by a former healthcare employee. We defended the claim and had it successfully struck out, avoiding a costly and public final trial.
- **Journalistic and broadcast enquiries** | We regularly help high-profile organisations develop robust pre-publication rights of reply, often where there are public interest considerations.
- **Social media** | We handle novel cases in this developing area, including obtaining disclosure orders to gain user details from platforms.

## Immigration

**Lead contact:** [Alex Russell](#)

When recruiting international staff, managing immigration requirements is a critical and increasingly complex process. Brexit and the ending of EU freedom of movement mean that many more employers and individuals are not required to navigate the UK's complex immigration rules. We can help you manage immigration compliance issues, enabling you to build the team you need.

**Knowledge** | We are members of the Home Office Business Users' Forum meaning we can keep our clients up to date on the latest operational and policy developments.

**Comprehensive** | Our team has deep and wide-ranging experience, from supporting individuals with 'personal' immigration applications through to helping employers manage dynamic compliance obligations. Whatever the immigration issues our team of experts should be able to help.

**International** | We have built a network of contacts with our 'best friend' international firms meaning our clients can get on-the-ground country-specific advice where staff are seconded or relocated to work abroad.

**Risk aware** | Our audit services help to identify and fix areas of risk, helping to ensure you have the necessary protections in place to safeguard your workforce, finances and reputation.

- **Non-departmental Government body** | We delivered a bespoke training session on the new points-based immigration system, managing sponsor compliance obligations, and right to work issues.
- **NHS Trusts** | We have advised numerous NHS Trusts on recruiting skilled international staff. This has included assessing the eligibility of roles for Skilled Worker visas, advising on sponsor compliance duties, making effective use of the EU Settlement Scheme, and assisting in the preparation of visa applications.
- **UK University** | We conducted an immigration audit for a UK University in preparation for a Home Office compliance audit.
- **Public sector employer** | We drafted a strategic immigration advice report for a large employer with over 20,000 employees and 700 sponsored workers. This addressed the implications of Brexit and cessation of EU freedom of movement, and the introduction of a new points-based immigration system.

## Public Inquests and Inquiries

Lead contact: [Katrina McCrory](#)

How an organisation conducts or responds to investigations has a huge impact on families, staff, communities and organisations. We've dealt with over 1,200 inquiries and inquests over the last 10 years, representing more than 100 clients across healthcare, prison, fire, charities, ambulance, Government bodies and universities. Our team has been front-and-centre of the UK's most high-profile health inquiries.

**Empathy** | We build strong, positive working relationships, including with families that have suffered loss, staff members that need help to understand the process, coroners, Chairs, and their legal teams. Understanding everyone's needs helps us to achieve the best outcome.

**Detailed** | Our aim is to spot the issues, reduce the impact and look ahead for risks to deal with them early. We act quickly to carry out a risk assessment and create a clear action plan. We advise on contact with families, liaise with stakeholders, and support staff with evidence-giving. Throughout, we offer advocacy and support, and manage media.

**Capacity** | We can build teams quickly and at very short notice to deal with large disclosure exercises using varied case management systems.

- **Pandemic** | We are working on the upcoming Covid-19 Public Inquiry to advise our clients' on early preparations and to ensure the best evidence is secured.
- **Children's Cardiac Services in Bristol** | We worked with the Chair to establish how the Review would operate, navigating difficult and sensitive issues directly with hundreds of parties, including family members and NHS staff, to secure evidence. Junior colleagues were seconded to the review team.
- **Mid Staffordshire NHS Foundation Trust Public Inquiry** | We advised Professor Sir Ian Kennedy and Anna Walker, the former Chair and Chief Executive of the Healthcare Commission in this high-profile inquiry. Our work included drafting witness statements, reviewing statements, assessing evidence, dealing with disclosure of over 8,000 documents, selecting Counsel and preparing questions.
- **Heart of England NHS FT** | We provided extensive advice on a range of issues and presented this evidence in person and in writing to the Trust Board.

## Mental Health Law

Lead contact: [Jill Mason](#)

Mental Health law is difficult and challenging. Our team advise on its application to a variety of settings from patients in the community to high secure hospitals and everything in between. We frequently advise on high profile cases relating to patients detained under the MHA. Clients are dealing with complex patients in high-risk arenas. We work closely with the NHS Confederation Mental Health Network delivering webinars for their members e.g. Reforming the Mental Health Act (2021) and Provider Collaboratives (2022). We don't just advise mental health providers on the MHA. We cover all aspects of law relating to their operations so that can also cover employment, commercial, corporate, or real estate & construction.

**Wide ranging expertise** | We advise on a variety of issues concerning the MHA such as section papers, nearest relatives, s17 leave, CTOs, s63 treatment. Then we can be defending Judicial Reviews or appearing before Tribunals **24/7 access** | Patients are treated around the clock so clients may need advice urgently out of hours, at weekends or over Bank Holidays. Our team is there ready to assist.

- **Capacity and mental health** | We advised a Trust on an extremely urgent matter concerning a detained patient suffering from an acute episode of psychosis who was discovered to be pregnant.
- **Inquests** | We represented a Trust in respect of two separate inquests involving patients who had absconded from the same mental health hospital, in identical circumstances, just weeks apart. A conclusion of suicide was recorded for both inquests, and no prevention of future death reports were made.
- **Provider Collaboratives** | We worked closely with Lead NHS Providers Sheffield Children's Hospital and RDASH in creating provider collaboratives to integrate and innovate the provision of specialist mental health, LD and autism services across South Yorkshire and Bassetlaw, bringing together all providers both NHS and independent sector. We created a commissioning hub with bespoke hosting and data sharing agreement to enable them to work closely together to improve the quality of services.

# Mills & Reeve

## RM6240 Public Sector Legal Services

Lot 2: General Service Provision

Prospectus version: April 2024





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Government bodies need to respond to the nation's biggest challenges, often very quickly and under great pressure. We are here to help you deliver policy initiatives and time-critical projects in the best possible way.

## Introduction

- ✓ 1000+ people across seven offices
- ✓ 600 lawyers
- ✓ 97% of our staff would recommend Mills & Reeve as a good place to work
- ✓ Awarded Platinum Investors In People status



## Working with us

- ✓ **Immersive** - Where appropriate, we dig into the areas many lawyers wouldn't, living and breathing your project alongside you. We don't limit ourselves to just giving technical advice.
- ✓ **Collaborative** - We mobilise teams of specialist lawyers quickly, bringing your people along with us. This ensures we work together as one lean expert-led team from start to finish.
- ✓ **Bold** - We give you the key strategic advice you need at critical moments. We won't sit on the fence.
- ✓ **Accredited** - Our firm has Cyber Essentials Plus accreditation and a range of lawyers with security clearance.
- ✓ **Socially conscious** - We're in a fortunate position to be able to make a positive impact on society in line with our established ESG agenda. We can help you deliver on your social value objectives.
- ✓ **Risk aware** - We present risk in accordance with government risk assessment guidance, but always recognising your own priorities and objectives.

## What else sets us apart?

- ✓ **Our culture** - Our strong firm culture (evidenced in the awards and accreditations above) helps us naturally produce outstanding service, delighted clients, and committed and happy people.
- ✓ **Access to our networks** - Our clients span the full breadth of the public, private and third sectors; from charities to listed companies, and investors to small business owners. Whatever area you operate in, we can connect you to the groups affected by your policies.
- ✓ **Tailored added value offering** - We "mix and match" our value-added offering to meet each client's individual requirements. This allows us to work in partnership to drive efficiency and develop close working relationships.
- ✓ **Relationship investment** - We invest time (for free), getting to know your team, your systems, your requirements, and your objectives. This enables us to deliver swift advice appropriately tailored to your organisation and your project.
- ✓ **Global reach** – through our hand-picked network of 'best friend' firms, we can support you with your projects in Scotland, Northern Ireland and around the world.



## Team Structure



**Greg Gibson**  
Supplier Relationship Manager and  
Authorised Representative  
[greg.gibson@mills-reeve.com](mailto:greg.gibson@mills-reeve.com)

### Framework Support

Data Protection Officer and Compliance  
Officer: [Tim Winn](#)

Supplier Marketing Contact: [Emma Farmer](#)

Commercial Manager: [Hanna Bowran-Pavey](#)

For bid / tender opportunities, please e-mail: [RM6240@mills-reeve.com](mailto:RM6240@mills-reeve.com)

Capacity listed relates to lawyers with experience of working with Government sector clients. In most specialisms, we are able to call upon additional resource from lawyers working within other sectors. We would look to upskill any additional resource on the nuances of working within the Government sector quickly and **free of charge**.

You can e-mail any contact listed by clicking on their name...

		Key contact	Capacity
Mandatory specialisms	Property and construction	<a href="#">Christian Bull</a>	110
	Court of Protection	<a href="#">Jill Mason</a>	14
	Education law	<a href="#">Richard Sykes</a>	6
	Debt recovery	<a href="#">Lynne Lawn</a>	4
	Planning and environment	<a href="#">Peter Seaborn</a>	12
	Licensing	<a href="#">Catherine Noble</a>	2
	Pensions	<a href="#">Clare Grice</a>	2
	Litigation / dispute resolution	<a href="#">Eric France</a>	37
	Intellectual property	<a href="#">Mark Pearce</a>	36
	Employment	<a href="#">Stuart Craig</a>	42
	Healthcare	<a href="#">Jill Mason</a>	21
	Primary care	<a href="#">Rob Day</a>	21
	Mental health law	<a href="#">Jill Mason</a>	21

Other than where a restriction / limitation is identified on a specialism page, we can provide full service in all specialisms.

Where required to work with subcontractors, we can work flexibly to meet client needs. We have experience project managing and acting as the central point of contact for all advice and invoicing, as well as allowing clients to liaise and work directly with the approved subcontractor.

## Social Value

As a strategic priority for our team, we work hard to deliver social value in everything we do. Here's a snapshot of our activity in this area, revealing how we support our Government clients and build a representative, motivated team.



### Delivering social value for you

How can you be confident that social value is effectively delivered? We advise on what to consider when procuring services, and then develop clauses and schedules with social and environmental requirements built in. Key to success is stipulating what to measure and report on, enabling departments to keep track of suppliers' social value commitments and put in place remediation steps where necessary.

**In action:** During a complex procurement process for the Department for Work and Pensions, we drafted a schedule that ensures social value is delivered throughout the life of the contract.

### Social value within Mills & Reeve

Our collaborative, innovative culture empowers our Government team employees to set the agenda on social value. We work alongside members of our active firmwide taskforces for gender, LGBTQ+, race, disability and wider inclusion to co-create social value initiatives that increase representation, enhance staff wellbeing and ensure we make a positive impact on the wider world.

**In action:**

- We are steadily closing the gender pay gap each year and have done so every year we have reported on our data.
- Recruitment processes are constantly developed to eliminate bias. We are rolling out anonymised CVs and use the Rare Contextual Recruitment System to boost social mobility.
- Our comprehensive wellbeing offering supports physical and mental health, and promotes healthy living. It includes confidential mental health support, financial planning tools, resilience training and sports challenges.
- Our dedicated firmwide ESG and wellbeing leads have extensive expertise in their areas and drive change every day.
- Reverse mentoring enables our senior government team to gain greater insight into the issues employees face and how to overcome them.
- As a member of the Legal Sustainability Alliance, we share lessons learnt across firms to collectively act as an industry on climate change.
- Members of the team are encouraged to undertake charity work and raise money for the local community, even being allocated time off to enable this.

We recognise that we can always do more. To continue to improve, we're currently undertaking an in-depth consultation with clients to hear directly how we can help them achieve their social value aims.

- **55% female, 45% male** - Gender balance of the government team
- **17%** - Proportion of work performed by underrepresented groups in the government team
- **95%** - Percentage of staff that feel that our firm values people's differences
- **20** - Number of years we've been ranked as a best place to work
- **18%** - Firmwide target for Black, Asian and Minority Ethnic representation (above the Law Society recommendation of 12%)
- **0 tonnes** - None of our waste goes to landfill

## Property and Construction

Lead contact: [Christian Bull](#)

We support public bodies with acquisitions, disposals, estate rationalisations, Crown, commercial and residential real estate, development and construction law, dispute resolution and litigation, freehold, leasehold and licences, investment, management, non-complex finance and investment, tax, landlord and tenant issues, planning law and environmental law.

**Construction expertise** | We offer a full spectrum of legal advice for the construction sector, including advice in relation to frameworks, outsourcing and procurement. Clients include government departments, healthcare bodies, local authorities, universities, contractors and energy companies. We also have a highly experienced construction disputes practice.

Restrictions: Compulsory purchase, social housing, heavy infrastructure.

- **Homes England** | We support Homes England in its role investing in supply and intervening in the market to help placemake and deliver 300,000 homes a year by the middle of the next decade.
- **Department for Work and Pensions** | We advise on all operational aspects of the contracts forming its Estates Target Operating Model project, an integrator model of contracting for DWP's accommodation needs across its estate, including hard and soft FM, security and new capital works.
- **Construction disputes** | Advising and acting for an NHS trust on a series of high-value and complex adjudications arising out of ProCure 21+ framework.
- **Construction contracts** | Working with the Ministry of Defence's in-house legal and property teams to deliver NEC3 and NEC4 ECC contracts (with specific Z clauses to meet the client's needs) for its latest national and international construction frameworks.

## Court of Protection

Lead contact: [Jill Mason](#)

Mental capacity law is complex and fast moving. The recent draft Code of Practice on the Mental Capacity Act 2005 and the forthcoming changes from Deprivation of Liberty Safeguards to Liberty Protection Safeguards bear testament to that! The Mental Capacity Act does not sit in isolation, so we need to support our clients in understanding the interaction with legislation such as the Mental Health Act 1983. Court of Protection issues frequently come up in connection with other advice being provided such as NHS Continuing Healthcare and complex cases in the community. We have a 24-hour healthcare phone line so you can be confident of immediate, easy access to our advice.

**Range of work** | Our work ranges from s21A, s16 or SMT applications to the Court of Protection and applications under the Inherent Jurisdiction to advice on LPAs, Advance Decisions, best interests decisions, contact and safeguarding.

- **Urgent out of hours** | An ICB and Trust needed our support in an emergency out of hours application to remove an elderly man suffering from malignant melanoma and brain metastases from his home to an acute hospital, and subsequently to a care home due to concerns about the safety of his environment and his refusal of care. We received instructions on a Friday afternoon and were before the out of hours judge by 10pm when the Order was made. The patient was safely transferred with support from police and ambulance trust.
- **Covid vaccinations** | A 28 -year-old man with moderate to severe learning disability and autism living in shared accommodation required the Covid-19 vaccine. He had no contraindications to vaccines and no comorbidities except a tendency to seasonal chest infections. P's brother strongly opposed the vaccinations due to mistrust of the safety of the vaccines and Pfizer more generally. The CCG brought the application in the absence of another body/individual willing to do so. There was no relationship between the CCG and P. Care was provided by the local authority who refused to issue the application on the basis that it was a "health matter". We obtained an Order that it was in P's best interests to receive the COVID-19 vaccination, any further booster immunisations required and the flu vaccination.

## Education Law

Lead contact: [Richard Sykes](#)

We have a substantial practice advising further and higher education institutions, Multi Academy Trusts, awarding bodies, as well as national regulatory bodies and the Department for Education. The firm acts for over 120 universities, colleges, national agencies, academies, educational businesses and charities. Our in-depth understanding of the sector makes us an ideal partner for projects involving education law issues. We can help with:

- ✓ Early years to higher education
  - ✓ School workforce
  - ✓ Pupil/student related litigation (including admissions, exclusions and equalities)
  - ✓ Governance and reorganisation issues
  - ✓ Inspection and regulation
  - ✓ Finance, funding and student finance
  - ✓ Related charity, contract and property issues
- **Qualifications bodies** | Our advice to awarding bodies in connection with the extraordinary examination arrangements during the Covid-19 pandemic served to ensure the qualifications regulators made practicable decisions over the operation of the special regulations imposed for the June 2020 and 2021 examination seasons.
  - **Litigation** | We worked to help an Academy resolve a complex, intractable pupil exclusion issue without the expense and publicity of a legal challenge.
  - **Education funding** | We supported the Department for Education on a project to establish a new form of funding arrangement to expand the provision of nursery places in the UK.
  - **T Levels** | We advised the Department for Education and the Institute for Apprenticeships and Technical Education on the development and introduction of T Levels.

## Debt Recovery

Lead contact: [Lynne Lawn](#)

Our debt team is run by a Senior Chartered Legal Executive who specialises in debt recovery and enforcement work. We regularly support Government departments.

**Efficient Service** | We offer a fast, and cost-effective debt recovery service. The service is extremely efficient, with pre-litigation letters being sent out within 24 hours of receipt of instruction. Thereafter the drafting and issue of court proceedings is streamlined, with default judgment being entered and enforced in the shortest possible timescale.

**Cost effective** | We provide a fixed fee package for undefended claims which means that we can offer clients great value for money. The team endeavours to bring about cost effective and prompt resolutions to all debt matters.

**Dedication** | We have a dedicated debt recovery team which has extensive experience in bringing County Court and High Court claims against debtors.

- **Construction Client** | Instructed to recover a significant outstanding debt. Our initial contact with the debtor was successful resulting in the debt being paid in full.
- **Construction Client** | Instructed to recover an outstanding debt. Part of the debt was disputed. The matter proceeded to a Small Claims Hearing where the debtor continued to dispute the debt. At the hearing, our client successfully pleaded their case and the debtor had to pay the claim in full plus fixed costs.
- **Environmental Client** | We regularly support our client in recovering outstanding debts and have a good success rate.

## Planning and Environment

Lead contact: [Peter Seaborn](#)

The planning system is complex and ever-evolving, combining legislative requirements, competing priorities and political input. Our specialist team is well versed in advising on even the most challenging development proposals. We have extensive experience and a national reputation, particularly in large scale strategic land projects. We can help with everything from planning strategy, EIA, CIL, historic buildings and heritage, highways, compulsory purchase, section 106 agreements, inquiries and appeals, judicial review and managing planning risk.

It can also be a challenge to meet environmental regulations and live up to the public's increasingly high green expectations. Our lawyers support public sector bodies on all aspects of environmental law, both contentious and non-contentious. Our environmental experience covers advice on contaminated land and site decommissioning / development, habitats, environmental permitting, chemicals, water and waste regulation, carbon reduction, mitigation and trading, and transactional support, as well as the representation of corporates and individuals in a variety of enforcement actions brought by environmental regulators, be that the EA, NRW, Natural England or the Police.

- **Defence Infrastructure Organisation** | We advised the DIO as landowner and promoter of Prince Philip Barracks in Bordon on the redevelopment of the barracks for 2,400 homes, a relief road and town centre.
- **Homes England** | We are advising Homes England on the promotion of Northstowe, a new 10,000 home town in Cambridgeshire.
- **University of Cambridge** | We are advising the university in its capacity as a statutory objector to the proposed Cambridge South Infrastructure Enhancements Transport and Works Act Order. We advised on the objection, statement of case and the preparation of proofs of evidence, as well as providing strategic advice on the formulation of the university's case.
- **Ministry of Defence** | We worked with the Ministry of Defence, negotiating complex environmental provisions in development management agreements between the Defence Infrastructure Organisation and residential developers, including St Modwen Properties and Bovis Homes.

## Licensing

Lead contact: [Catherine Noble](#)

The fundamental concepts, and practical application, of licensing law can be complex. It is necessary to navigate major pieces of legislation, including the Licensing Act and the Gambling Act, as well as having an understanding of the overarching principles and objectives of the legislation. In this landscape, some organisations are unknowingly acting in ways that leave them open to losing their license or prosecution. We can help you to understand licensing legislation and provide specialist legal advice tailored to meet your needs.

**Practical, tailored advice** | There is rarely a "one size fits all" answer to a licensing question. We take time to understand your needs, and then work to towards a solution.

**Broad experience** | We have worked with a wide range of clients, all with different needs. This means we have a good all-round understanding of the issues that may arise and are able to provide a holistic approach (supported by colleagues from other teams where necessary).

- **University of East Anglia** | We advised the university, and acted for it, on its application to vary its premises licence for its shop, and to extend the opening hours. The application included provision for sales after midnight; conditions were negotiated with the police.
- **A Cambridge College** | We advised, and acted for, the college in relation to an application to vary its licence to add two new licenced areas. These areas will allow the college to extend its entertainment offering.
- **Edgbaston Priory Club** | The club needed urgent assistance in applying for a new licence so that it could host a tennis tournament. We assisted with the application process and advised on ancillary issues including the possibility of applying for Temporary Events Notices (and their limitations in the context of a tournament).
- **Various** | We have advised various companies in relation to breaches of licencing law, including breaches of the Licensing Act 2003, and breaches of Covid-19 regulations.

## Pensions

Lead contact: [Clare Grice](#)

High profile and hugely important to employees, pensions need to be dealt with both sensitively and robustly. We can help, whether you need support setting up or updating a public, private or Civil Service pension scheme, or support with policies and guidance such as Fair Deal, New Fair Deal and its successors. Our dedicated team of pensions lawyers provide genuine, in-depth expertise on public sector pensions issues. Our clients include central and local Government, the NHS, sponsoring employers across all sectors and trustees of various sizes of occupational pension schemes.

**Clear** | We work with you to determine your needs and requirements so we can provide recommendations that are practical, understandable, and commercial.

**Enthusiasm** | We have total commitment to the work we do, with a genuine enthusiasm and passion for helping our clients achieve their objectives.

- **Department of Health and Social Care** | Our team played an important role in negotiating and documenting the complex pensions aspects of a transaction for the department. This involved arrangements with the NHS Pension Scheme and the application of New Fair Deal.
- **Public sector pensions** | We advise on the pensions aspects of contractual arrangements with public sector bodies and the requirements and options of future service benefit provision. Our clients in this area include the NHS Property Service, Teachers' Pension Scheme, the Civil Service Pension Scheme and Local Government Pension Scheme. We help set up the process by which the client will become a participating employer and what liabilities might arise in the future and on termination of the contract.
- **Disputes** | We advised a public sector organisation on a Pensions Ombudsman dispute with a member. This arose out of a voluntary redundancy programme which resulted in the member being provided with incorrect information on their pension benefits.

## Litigation / Dispute Resolution

Lead contact: [Eric France](#)

For decades, our litigation and dispute resolution team has helped government departments, agencies and public bodies to navigate problems and find commercial and practical solutions to the disputes they sometimes face. Where possible, we try to help you avoid disputes but when a dispute is unavoidable, our litigation and dispute resolution team will do everything in its power to help you achieve a positive and cost-effective resolution.

**Collaboration** | Every case and every organisation is different. Based on your situation and the strengths and risks of the case, we will first work with you to agree your ideal outcomes. In dialogue with you and your team, we learn about your perception and assessment of the value and risk of the disputes that you are trying to resolve.

**Clarity** | In a one-page report, we show progress against objectives and transparency on current and expected costs.

**Control** | We offer control of all tasks and deadlines underpinning the dispute resolution strategy, supported by knowledge sharing and training on an ongoing basis, all ensuring we can work together seamlessly.

- **EANI** | We acted for Education Authority Northern Ireland in order to successfully resist on public interest grounds an injunction. The injunction would have prevented the use of software critical to the operation of NI schools and interfered with NI government policy on the procurement of Ed-tech for NI schools.
- **Department for Business, Energy & Industrial Strategy** | We advised the Secretary of State for BEIS on the successful service of director disqualification proceedings by social media, including Facebook.
- **Department of Health and Social Care** | We successfully lifted an injunction and defended an application for summary judgment. We resolved a procurement challenge by the incumbent supplier in respect of the logistics contract awarded as part of the Future Operating Model restructure of the NHS Supply Chain.



## Intellectual Property

Lead contact: [Mark Pearce](#)

We can help you protect and make the most of your intellectual property. We will ensure you have an effective IP strategy, the right protection, prevent infringers benefitting from your creation and help you fully exploit your intellectual property. We are ideally placed to support Government departments on the IP aspects of projects. With our patent and trade mark attorney, we can also advise in-depth on complex patent issues, trade marks and branding.

**Practical** | We strive to make the complex understandable so that you can make decisions on the best ways forward.

**Tailored advice** | We are committed to providing focussed advice by getting to know your organisation and understanding the restraints within which you operate.

- **Ministry of Defence** | We provided advice on complex intellectual property issues around preventing long term “lock-in” to a particular supplier.
- **Department of Health and Social Care** | We work on intellectual property issues relating to vaccine supply.
- **Department for Education** | Our team advises on trade mark protection and branding issues in relation to new policy initiatives.
- **IELTS Partners** | We acted for the British Council, IDP: IELTS Australia and Cambridge Assessment English on the registration and protection of the IELTS (International English Language Testing System) brand globally.
- **Brexit Preparations** | Richard Plaistowe, one of our Principal Associates, is an active member of the International Trademark Association (INTA) Brexit Taskforce. The taskforce advises on the impact of Brexit on trade marks and designs, obtains information from relevant bodies (such as the UK and EU Intellectual Property Offices) and makes recommendations on issues of particular concern to INTA.

## Employment

Lead contact: [Stuart Craig](#)

Due to their significant impact on an organisation and the rise in claims, employment law issues are often the most pressing concerns on your desk. Our specialist team is here to help – whether you need support with non-contentious employment matters relating to TUPE, COSOP, redundancies, restructuring, outsourcing, changes in terms and conditions and reorganisations, or contentious employment law, including litigation and dispute resolution.

**True partners** | We are an extension of your legal and HR teams, genuinely collaborating and knowledge sharing. We identify where your team can be upskilled to take on tasks, so we spend our time on more complex and involved issues.

**Clear communicators** | We are easy to deal with and aim to bring you on the journey with us. With our technologies, like our automated settlement agreement and tribunal case management system, we streamline processes and keep you up to date on all aspects of the project.

**Innovative** | We have developed innovative and effective methods for dealing with employment litigation cases and for gathering and presenting evidence. This not only improves the success rate of our clients’ defences to claims but minimises disruption to managers and others involved with such claims.

- **Employment litigation** | We have exceptional experience and strength in successfully managing employment litigation, in all its aspects. We consistently handle a high number of employment litigation cases for a wide range of Government bodies, covering the full range of employment law claims. Our experience is demonstrated by the fact that over the last twelve months we have acted on nearly 300 claims for Government bodies and public sector organisations, including in the Supreme Court.
- **TUPE/COSOP** | We have worked on numerous TUPE transfers for a range of different departments, such as the DWP and DHSC, as well as government sponsored agencies such as the FCA. Our work has been extensive, from the point of tender to the drafting and negotiating of TUPE provisions. Often this has been time critical (when supporting Covid-related procurements) or complex (such as transfers involving overseas suppliers or significant potential redundancies).

## Healthcare

Lead contact: [Jill Mason](#)

Our extensive experience in the health and care sector means there's not much we haven't seen. Our work with the Department of Health and Social Care, providers in both the public and private sector, NHS England, Clinical Commissioning Groups and emerging Integrated Care Systems (ICs) means we can expertly help with commissioning, transactional work, litigation, regulatory issues, delivering care, risk management, people, real estate, projects and much more.

**Deep sector knowledge** | Our depth and breadth of experience enables us to understand every part of the complex health and care ecosystem and so offer you the advice to meet your goals. Our work includes everything from M&As to major contracts, service redesigns, governance, regulator relationships, and workforce and patient issues.

**Offer 24/7 access** | We know that healthcare can be a matter of life and death and decisions may need to be made urgently. Our team is passionate about supporting our clients, whenever they need us. We even have a 24-hour healthcare phone line so you can be confident of immediate, easy access to our advice.

- **Public Inquiries** | Supporting the UK HSA as one of the Core Participants in the UK Covid-19 Inquiry, commencing with modules 1 and 2. Module 1: resilience and preparedness opened on 21 July 2022 and is designated to look into the preparedness for the pandemic. Module 2: Core UK decision-making; political governance opened on 31 August 2022.
- **Digital** | Advising NHS England in connection with the procurement and regulatory permissibility of digital providers being appointed under the Digital First Online Consultation and Video Consultation to provide clinical services (to ease work-load pressures and to improve access) as opposed to simply providing a digital platform for use by primary care contractors.
- **Provider Collaboratives** | Worked with Lancashire and South Cumbria NHS FT as they entered into two Lead Provider partnering relationships with other NHS and independent sector providers to deliver (i) Adult low and medium secure specialised mental health services and (ii) CAYP Tier 4 Mental Illness, ED and LD Services.

## Primary Care

Lead contact: [Rob Day](#)

This area of health and care has been very prominent over the past few months given the Health and Social Care Bill's passage through Parliament. We have supported CCGs and now Integrated Care Boards (ICBs) in the commissioning and management of services. From a healthcare law perspective this can include Court of Protection, NHS Continuing Healthcare, Individual Funding Reviews and Responsible Commissioner disputes. Our work also requires us to be experts in digital health and integration.

**Innovative** | Our Integrated Care Systems Hub was launched in 2021 and was shortlisted in the Legal Innovation Awards for Client Management.

**Depth** | Our commercial and healthcare law teams work closely together to deliver advice which is often multi-faceted.

**BMA** | Our Primary Care Lead, Rob Day, previously worked in house at the BMA which gives him extra insight into challenges faced at primary care level.

**Structure of Care / Disputes** | Our client CCG issued an application in welfare proceedings concerning contact, residence and care of a young adult with significant behavioural difficulties, resident in a community setting. An order regulating contact with mum was in place. The care provider was subject to a high volume of complaints from her such that a dedicated route of complaint was required. Unusually we had to make an ex parte application to authorise a covert medication plan. The placement started to break down with the provider giving notice and also being the subject of a safeguarding referral. A transition of care to a new provider had to be put in place. There was also a linked judicial review matter and information governance advice arising out of the same issues. The difficult and fluid dynamic between the various parties frequently involved almost daily input and support from our team. The simplest of tasks required extremely careful and sensitive handling. Understanding the wider context of the CCG's overall relationships with the various stakeholders and other interlinked matters was key to successful management of the case.

## Mental Health Law

Lead contact: [Jill Mason](#)

Mental Health law is difficult and challenging. Our team advise on its application to a variety of settings from patients in the community to high secure hospitals and everything in between. We frequently advise on high profile cases relating to patients detained under the MHA. Clients are dealing with complex patients in high-risk arenas. We work closely with the NHS Confederation Mental Health Network delivering webinars for their members e.g., Reforming the Mental Health Act (2021) and Provider Collaboratives (2022). We don't just advise mental health providers on the MHA. We cover all aspects of law relating to their operations so that can also cover employment, commercial, corporate, or real estate & construction.

**Wide ranging expertise** | We advise on a variety of issues concerning the MHA such as section papers, nearest relatives, s17 leave, CTOs, s63 treatment. Then we can be defending Judicial Reviews or appearing before Tribunals  
**24/7 access** | Patients are treated around the clock so clients may need advice urgently out of hours, at weekends or over Bank Holidays. Our team is there ready to assist.

- **Capacity and mental health** | We advised a Trust on an extremely urgent matter concerning a detained patient suffering from an acute episode of psychosis who was discovered to be pregnant.
- **Inquests** | We represented a Trust in respect of two separate inquests involving patients who had absconded from the same mental health hospital, in identical circumstances, just weeks apart. A conclusion of suicide was recorded for both inquests, and no prevention of future death reports were made.
- **Provider Collaboratives** | We worked closely with Lead NHS Providers Sheffield Children's Hospital and RDASH in creating provider collaboratives to integrate and innovate the provision of specialist mental health, LD and autism services across South Yorkshire and Bassetlaw, bringing together all providers both NHS and independent sector. We created a commissioning hub with bespoke hosting and data sharing agreement to enable them to work closely together to improve the quality of services.