

RM6360 Legal Panel for Government – Lot 1: Core Legal Services

Crown
Commercial
Service
Supplier

DLA Piper UK LLP



VERSION 1 – NOVEMBER 2025

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Introduction

What you can expect from DLA Piper

Breadth and depth: Whether it be dealing with protestor action, complex technology transformation programmes, strategic procurement litigation, response to urgent requirements, defence projects, complex infrastructure programmes such as HS2 or Lower Thames Crossing or your everyday requirements, we have the capability and capacity to meet your needs.

Attitude: With over 20 years' experience advising government, we understand what works for you; our job is to work as an extension of GLD and as a trusted advisor to clients. We bring practical solutions to complex problems through first class analysis.

We care about delivering outstanding legal services to Government and share the same ambitions as GLD's Strategy 2024-2027. Like 'a National GLD' and 'Rewarding Careers for All' we celebrate diversity and inclusion in our workforce, and are strong supporters of social mobility, winning Best Social Mobility Strategy at *targetjobs National Graduate Recruitment Awards 2024*. Aligned to 'Environment Fit for the Future' we are concerned about the challenge of climate change and are responding in a concrete way to this through our own science-based Net Zero Commitment. For more information see our Social Value page.

Investment: UK Government is our largest client in the UK. We have a dedicated client relationship team, executive team, pitching resource and pricing team, and have invested significantly in hiring new talent, continuous training of our team through our Government Academy and empowering our next generation through a multigenerational Steering Committee. We invest in our individual government clients, spending time to

understand their needs through our client listening programme. We share our knowledge internally and with our government clients through training and knowledge transfer.

Innovation: Our innovative approach is recognised. We won the FT Innovative Lawyers Awards Europe 2024 for Generative AI Strategy and won three awards at Law.com's Legal Innovation and Technology Awards 2024 (Future of Legal Services Innovation, Outstanding Training Innovation and Excellence in Litigation Technology). We recognise the continuing pressure on you to deliver value for money legal services. In response to this, our tools include legal project management, Business Process Improvement and volume legal service solutions. We use a range of legal technology including a document review platform, e-disclosure and e-preview tool, secure data management rooms, a transaction management platform and a legal document automation tool. We are ideally placed to support government to do more for less.

How are we different?

Our distinguishing feature is our ability to "get boots on the ground" quickly no matter the nature of the challenge and, sometimes, where other firms fail. Our collaborative, down to earth, "get the job done" approach puts government first; clients come back to us, clearly demonstrated by our 20 years supporting HMG.

What's next?

The last few years have been relentlessly challenging but also exciting. We look forward to being by your side over the coming years as we support you in meeting the many challenges ahead.

Sarah, Robert and Colette

Your dedicated relationship management team



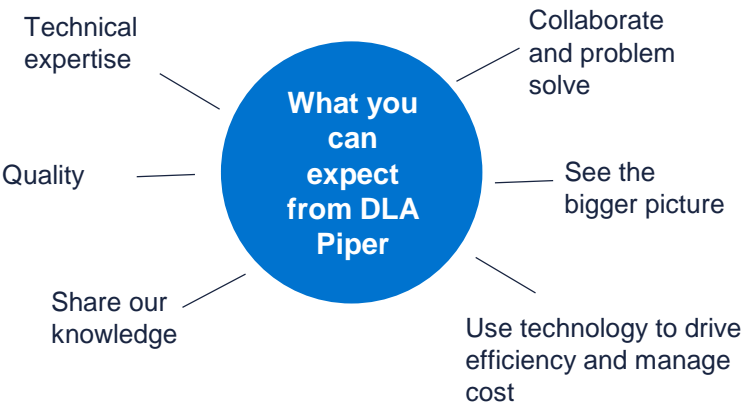
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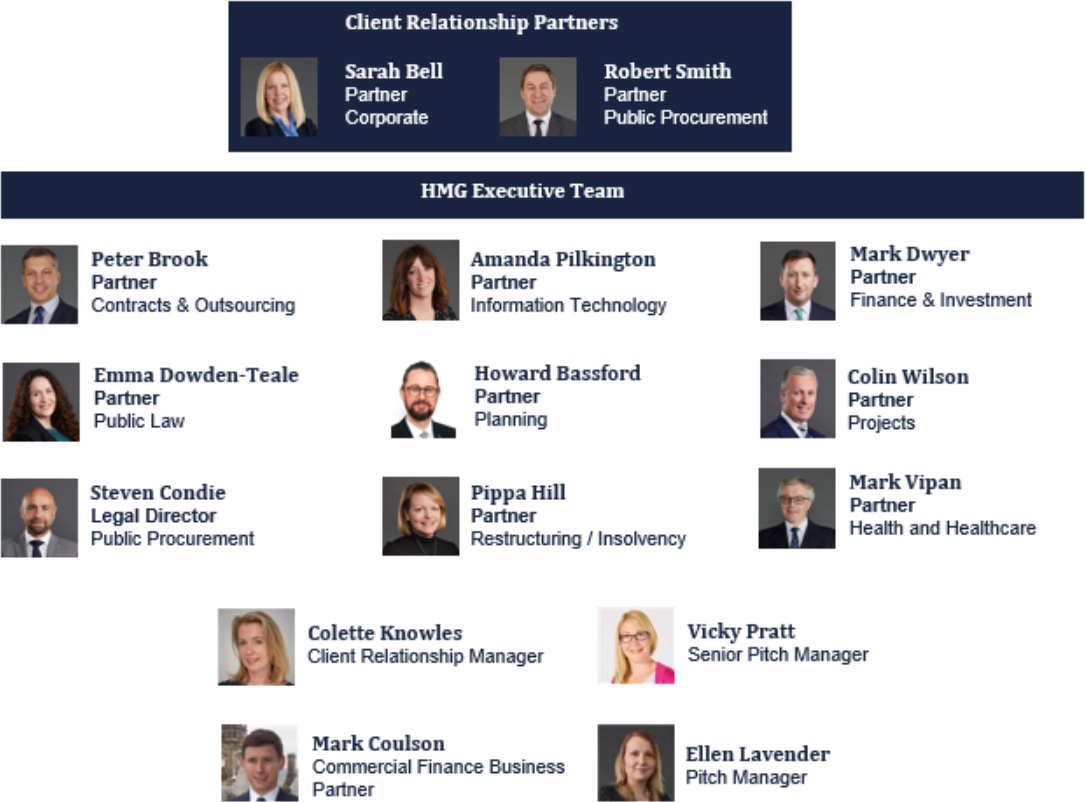


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Team Structure

Working with Government is often challenging yet always a privilege. Our dedicated Government team, which combines practitioners at all levels of experience across our seven UK offices, is enthused to work with Government departments and agencies. We have a reputation for our collaborative approach and look forward to the opportunity to working in partnership with Departments, with GLD and with other advisors to ensure all today's and tomorrow's challenges are met.



At a glance...

- 20+ years supporting HM Government
- 150+ Core Government team specialists, including previous GLD lawyers
- 400+ lawyers regularly undertaking Government work
- 1000+ lawyer capacity in the UK where needed
- 30+ lawyers who have security clearance
- UK offices in Birmingham, Edinburgh, Leeds, Liverpool, London, Manchester and Sheffield
- Global law firm located in 40+ countries



Proactive advice can only be provided by people who have done this before. As one of the largest UK (and global) law firms, we draw upon a team of over 150 government lawyers which means you will benefit from one of the largest and most experienced government teams in the UK. We can also call upon the strength of our wider pool of highly experienced UK and international lawyers across a range of practice areas, scaling to meet your demands.

Social Value

Our Responsible Business strategy focuses on understanding how our firm's operations impact our business and society from an environmental, social and corporate governance (ESG) lens. We are embedding sustainability and ESG into the fabric of the firm.

Tackling economic inequality

We're exploring what social impact means to the firm, how we can measure it effectively and how we can drive positive change. We want our business to reflect and represent our community.

When recruiting, we have a range of measures to avoid unconscious bias including anonymous applications.

To break down socio-economic barriers to quality education and professional development, we have a **Global Scholarships programme**, and our '**Head Start**' and **Break Into Law** programmes support talented young people who face barriers to entering the legal profession for social, economic or cultural reasons. These programmes include mentoring, work experience, CV and interview skills, workshops, research, events and scholarships.

We also run community outreach initiatives and partnership programmes to improve social mobility and address skills shortages in the community. Our **Business Accelerator Programme** with the Hatch Enterprise network links under-represented entrepreneurs with mentors for legal/business support, training, development and networking opportunities.

Our Level 7 solicitor **apprenticeship programme** offers a masters-equivalent qualification to post A-Level school leavers and career changers, offering an alternative route into the legal profession. We also have apprentices working in our business services functions, such as reprographics, document production, IT and administrative services.

Fighting climate change

Sustainability is embedded into everything we do – operationally, and in client servicing. Our Science Based Targets (SBTi) are to **halve emissions by 2030** and **reach net zero by 2040** (FY20 baseline, all scopes).

Our decarbonisation roadmap focuses on energy efficiency, renewable transition, sustainable procurement, low-carbon travel and stakeholder engagement. Our **Carbon Reduction Plan** can be seen on our website ([Sustainability Policies and Commitments](#)).

In FY25, our total emissions were 35% (30,786 tCO₂e) lower than our FY20 baseline, so we're on track to meet our near-term science-based target. We've achieved this through: moving to renewable electricity, LED lighting, HVAC optimisation, smart metering, and advanced building-management systems, low-carbon fit-out offices, diverting waste from landfill, largely eliminating single-use plastics, encouraging sustainable travel policies and embedding sustainability criteria into our major supplier contracts.

Looking forward to 2030, we're moving beyond operational decarbonisation, by integrating climate-related risks and opportunities into our business strategy, aligning reporting with the TCFD framework and developing a firm-wide **Net Zero Transition Plan** in line with Transition Plan Taskforce guidance. We're also piloting advised emissions reporting to support client engagement and sector-wide decarbonisation.

Highlights:

- First law firm to sign UK's Social Mobility Pledge (2020)
- 10th in the Social Mobility Foundation's *Top Employer Index* (2024)
- 203 young people supported through our community programmes in 2024

Our UK memberships:

- The 93% Club
- Social Mobility Pledge signatories
- Sutton Trust's Pathways Advisory Group
- PRIME members (and two Board positions)

Legal industry firsts:

- First law firm globally to sign a Corporate PPA to purchase energy directly from a UK solar plant.
- First Carbon Literate law firm, with a Bronze-accredited (Carbon Literacy Project) training programme.

Our UK certifications and memberships:

- ISO14001
- ISO50001
- UN Global Compact
- Legal Charter 1.5
- Race to Zero

Social Value

We are helping clients manage their impact on society and the environment and managing our own impact too. Contact us at governmenttenders@dlapiper.com for further information or support on ESG initiatives.

Equal opportunity

At our firm, we value different perspectives. We believe in the power of inclusion and positive social impact, and the influence it has on our people, our clients and the communities where we work.

We're dedicated to creating an environment where everyone feels they belong and can thrive, thus enabling us to provide exceptional service to our clients and communities. Our six **people-led networks** (for Gender, Race, ethnicity and faith, LGBTQ+, Disability, Families and Caregivers, and Social Mobility) are catalysts for meaningful change; helping us to strengthen inclusivity and support people across the firm by championing their communities and providing platforms for everyone to explore and share enriching experiences. This broadens our understanding of each other and strengthens our collective success.

We have two internal mentoring programmes, **Elevate** and **Momentum**, to support lawyers from under-represented groups. Elevate matches talented colleagues on the cusp of partnership with senior partners, helping them improve their networks and develop the skills needed to further their careers. Momentum provides earlier-stage support, helping talented lawyers for senior leadership.

Our **Inclusion and Culture Council** sets and oversees the delivery of our inclusion strategy, reviewing key metrics and approving budgets. We also have regional Inclusion and Culture committees. We publish our legally-required **gender and ethnicity pay gap report** each year and overall demographic statistics every two years. You can find our latest pay gap reports on our website.

Wellbeing

Law is a rewarding profession. But it's also a demanding one, often associated with a culture of long hours and heavy workloads, which can take a toll on the mental health and wellbeing of individuals.

Our vision is to create a firmwide culture where great work and great health and wellbeing go hand in hand.

Our strategy focuses on three key areas, which cover **physical, emotional, social and financial wellbeing**: greater wellbeing at work for all; provide support and care for our colleagues; and prevent health and wellbeing issues.

Our health and wellbeing strategy is overseen by our **Health and Wellbeing Steering Committee**. The committee consists of leaders from across the firm, who meet regularly to review progress and discuss strategy implementation. The committee also helps gain executive sponsorship where necessary, ensuring that health and wellbeing remain part of the boardroom agenda. The chair of the committee is a senior partner and sits on our **Inclusion and Positive Social Impact Council** to ensure our health and wellbeing and inclusion strategies align.

As a signatory to the **Mindful Business Charter**, we ask clients and other stakeholders to share best practice, work to embed the principles internally and help drive change across the legal sector.

Our targets:

- 40% female partners by 2030
- At least 50% of internal partner from under-represented groups
- Tracking our business services population to ensure it remains inclusive and representative

Our partnerships:

- General Counsel for Diversity & Inclusion (GCD&I)
- Business Disability Forum
- Investing in Ethnicity
- Circle In

Our certifications and memberships:

- ISO45001 (occupational Health & Safety)
- Mindful Business Charter signatories

Some of our initiatives include:

- Mental health first aiders
- Awareness-raising events
- Sabbaticals and flexible-working schemes
- Intranet pages with tips, guidance and services
- Free, confidential, expert support
- Workshops to understand colleagues' challenges

Mandatory Specialisms



Assimilated Law

We have extensive experience in EU regulatory work throughout the UK and EU offices of DLA Piper. We are an all-services law firm, and EU law informs almost every sector in which we advise, notably product liability (health and safety, environment), technology, competition, trade, employment, energy, financial services, procurement, life sciences, manufacturing, media, sport and entertainment, data protection, taxation, sanctions and export control.

For each of these sectors we can cover both non-contentious and contentious advice in the UK and EU.

UK

Our Trade and Government Affairs (TGA) team in London specialises in post-Brexit regulatory advice under Assimilated EU law and the Trade and Cooperation Agreement (TCA), working closely with DLA Piper's sector specialists. This is led by Paul Hardy, who is a former EU civil servant and senior EU legal adviser to the Commons and the Lords. Paul joined the firm in 2017 as the Brexit Director. He specialises in post-Brexit regulatory advice.

EU/Europe

Our Global Government Relations (GGR) team in Brussels has significant EU policy and regulatory experience, supported by the wider Belgium firm and the European network of offices. This is led by Richard Sterneberg, who joined the firm in 2020 after 25 years of government affairs in Brussels. GGR specialises in Tech, FMCG, Healthcare, Agriculture and sustainability. They have an excellent network of contacts throughout the European Institutions and beyond.

With over 100 lawyers, our DLA Piper office in Brussels is an all-

services office with strong expertise in commercial and regulatory EU law. They are well-versed in managing complex legal, regulatory and policy files with an EU dimension. Regulatory lawyers and the GGR team work closely together in providing advice to clients.

Our track record

In the UK, we regularly advise clients on:

- EU electricity legislation and linking with UK.
- Retained EU product and labelling rules.
- Retained EU food law.
- Rules of origin under the TCA.
- Modes 1-4 services supply from the UK to the EU in service sectors.
- Post-Brexit procurement rules.
- Retained data protection rules.
- Post Brexit competition and state aid requirements.
- Post Brexit customs and VAT law.
- Retained EU life sciences rules.

The above represents a considerable amount of daily work for TGA and sector specialists.

In DLA Piper Brussels, our Advisors have a proven track record:

- Supporting non-EU businesses and governments looking to navigate complex international negotiations and improving single market access.
- Managing regulatory risk in supply chains: Our advisors advise a series of leading international consumer goods, electronics and agri-food companies on the management of politically sensitive parts of their supply chain.

- Securing market access and mitigating political risk: Defending EU interests faced with a unilateral reduction in cod quotas in Norwegian (Svalbard) waters.
- Trade and partnership agreements: Ministry of Agriculture of a North African Country, and three separate Asian countries.
- Strategic advocacy, regulatory compliance, due diligence strategies arising from EU law.
- Reviews of submissions, contributions, position papers to the EU institutions.
- Designing legislative influencing strategies.

At a glance...

- Depth of expertise in Retained (Assimilated) EU law in the UK from providing specialist Brexit and post-Brexit advice to all sectors over the last four years.
- Depth of expertise in EU law and navigating the EU Institutions from one of the leading law firms in the EU capital.
- Ability to provide both of the above as part of a seamless service.



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Commercial Litigation and Dispute Resolution

DLA Piper offers litigation expertise in all the major sectors – we have in-depth experience of working with government lawyers in a wide variety of contentious contexts.

Our full-service offering is broad in its coverage, and we can provide a complete solution to your dispute and regulatory needs, through risk assessment, investigations, defence, crisis management, media relations, regulatory representation, mediation, arbitration, dispute resolution and strategic litigation.

Often our support entails pre-dispute or contract management work, working with our non-contentious colleagues and government clients to understand options, assess risk and support renegotiation or reset of failing projects and settlement of disputes.

We are mindful of potential litigious activity when reviewing contracts or advising on procurements and can advise our government clients of potential pitfalls before they happen.

Our track record – advising:

- **Central government** on supplier performance issues arising out of a complex, high profile outsourced services contract approaching the end of its life. Our support has included the review of detailed contractual documentation to determine the position of the parties, supporting with government's strategy for engagement with the supplier to ensure the continued provision of the services and support with ongoing correspondence with the supplier to reserve government's position.
- In the last five years, our national Property Litigation team has supported GLD in advising **National Highways Limited**, **Department for Transport** and **HS2 Limited** in seeking and enforcing civil injunctions to restrain unlawful protest activity across National Highways' and HS2's infrastructure and projects. In doing so, legal firsts have been achieved in terms

of the geographical spread of the injunctions successfully obtained. Both mandates have been widely reported in the media, led to several successful appeals in the Court of Appeal and have developed the law on unlawful protestor activity generally in England and Wales.

- **Ofgem** (The Gas and Electricity Markets Authority) in defence of GBP40 million TCC proceedings issued by Havant Biogas Limited and three other claimants. The claims arose out of prior judicial review proceedings, in which it was held that Ofgem had unlawfully refused the Claimants' applications for registration to the Renewable Heat Incentive Scheme (which relates to the production and injection of biomethane into the national gas grid). The TCC proceedings were claims for damages under Article 1 Protocol 1 of the Human Rights Act arising out of the unlawful refusal of the Claimants' applications. The claims raised complex and difficult points of law, which are capable of wider application in relation to claims against regulatory bodies.
- **Birmingham City Council** in respect of its successful judicial review (worth approximately GBP600 million) against the Department for Transport, in relation to its decision to stop further PFI credits which were part of a 30-year project agreement to manage the highways network.
- A **government department** resolve a series of related disputes with a value of more than GBP150m arising out of its telecoms and IT services contract. Resolution of those issues required detailed investigation and subject matter expertise, combined with a deep understanding of the Department's commercial priorities. Ultimately, the department was able to negotiate a combined settlement and contract variation, which secured continuity of services on more favourable terms whilst at the same time avoiding the Department making any financial payments in respect of the disputed claims against it.

- The **Department of Health and Social Care** and **GLD** in the successful defence of judicial review proceedings commenced by the Good Law Project relating to contracts for antibody tests let during the height of the COVID-19 pandemic. The dispute became very high profile, attracting significant media attention.
- A **central government department** on various contract and dispute management issues relating to its contract for IT services with a major supplier. The majority of the issues relate to a complex web of interrelated delays to the transition services under the contract and have required specialist advice from lawyers with sector expertise.
- **NHS England** on various contract and dispute management issues relating to its contract with a major supplier in relation to its provision of IT services and in particular on the management and strategy of a remediation process in relation to various technical breaches and advice in relation to threatened injunctive action.

At a glance...

- Deep understanding of how government litigates and how it decides when not to litigate.
- Subject matter experts across all relevant fields and sectors.
- Provide seamless advice with our commercial and contracting colleagues.



Phillip Kelly
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Competition Law

We are a truly global network of specialist competition practitioners. This differentiates us from many other international firms and ideally positions us to handle the most complex and high-profile matters, whether on a national or cross-border basis.

The team works closely with DLA Piper's Government Relations and Global Trade teams, which gives us a unique perspective on the workings of governments and policy makers, as well as the DLA projects team that work on significant UK energy, transport and construction projects. We have a significant presence in EU and Competition law in London, Washington DC, Brussels and throughout the rest of the firm's global network.

We act on a full range of non-contentious and contentious Competition/Antitrust matters, including: Commercial agreements; Abuse of dominance; Behavioural and strategic advice; Multi-jurisdictional and national merger control; Competition investigations and enforcement, including cartel related work; Compliance audits and programs, including dawn raid training; Competition litigation, competition regulatory matters; UK subsidy control law and EU state aid; UK National Security & Investment Act 2021.

Our track record – advising:

- **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on the original procurement of three maritime vessels, where the government's policy is to ensure UK shipyards are used as much as possible, and which required detailed Bidding Guidelines to ensure compliance with competition law, whilst allowing for the possibility of cooperation between bidders, and its ins current phase requires ongoing advice on UK subsidy law and the Northern Ireland Protocol. We have also advised the MOD on transactions raising merger control, subsidy control and National Security and Investment Act issues.

- A **central government department** on the application of the Subsidy Control Act 2022 (SCA) to the largest UK inward investment currently under.
- The **Greater Manchester Combined Authority** on a challenge before the Competition Appeal Tribunal to a subsidy alleged to have been granted by the Authority (only the second to have been brought under the SCA).
- The **Department for Transport** on the subsidy control aspects of the competition to encourage companies to develop sustainable aviation fuels and on other initiatives to support this policy objective.
- **Merseytravel** and **Liverpool City Region Combined Authority** on the subsidy control aspects of a long-term trial of hydrogen powered buses.
- **BEIS** and **DESNZ** on subsidy control issues arising on the establishment of **Great British Nuclear**.
- **Ordinance Survey** on subsidy control aspects of various projects.
- **Birmingham City Council** on the restructuring of their road project in relation to the new UK subsidy regime.
- **Cabinet Office** on the sale of its interest in Shared Services Connected Limited, which provides digital solutions for the public sector, to its joint venture partner, Sopra Steria.
- The **Scottish Government** on the proposed sale of Prestwick airport, which involved merger control and subsidy advice.

The team has also experience in assisting organisations with strategic responses to government proposals, including advice on lobbying strategy and prospects for challenging proposals. This gives us additional depth and breadth of experience in dealing with any potential issue that might arise for government in this area. For example, we assisted **a global beverage company** with its strategic response to the Government's

proposal to effectively abolish tied pubs in the UK, advising on the engagement strategy and prospects for challenging the proposal.

Examples of our selected private sector experience include advising:

- **British Steel** on subsidy control issues arising from assistance it is seeking from HM Government relating to proposed investments for environmental reasons.
- **Rolls Royce** on the sale of its global civil nuclear business to EDF, which raised merger control and national security issues in UK, France and Brazil.
- One of the **key contractors on the HS2 project** on compliance with competition law as the Government sought to get the various different contractors (many of which are competitors of each other) to collaborate more closely to deliver the project.

At a glance...

- UK team of four partners and five associates, with over 60 Competition lawyers globally.
- Relevant experience of advising government on a number of issues with a potential competition law implication.
- On-point technical advice that is both commercial and practical.
- Unique perspective on the workings of government and policy makers.



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Construction Law

The construction team has extensive experience in advising on complex construction projects at all stages of their lifecycle. We have a track record of success providing proactive commercial legal advice in relation to the most appropriate strategy for the successful delivery of a project (ranging from alliancing and partnering to more traditional methods of delivery, whether on a single or two stage basis), providing practical, operational and risk management advice and where required, in connection with dispute resolution (a number of our partners are qualified Adjudicators, Mediators and Arbitrators).

Our approach is to work with stakeholders to understand the project requirements, develop a strategy and advise to achieve your objectives in considering the public procurement rules and governance framework applicable throughout.

We have extensive experience in advising clients on all the standard industry forms of contract including the NEC suite of contracts, (the ECC and PSC) in all the Main Options (A, B, C, D and E). In addition, over recent years we have been involved in developing cutting edge commercial models for some of the largest infrastructure projects in the UK.

These innovative models seek to move away from the often-adversarial nature of construction contracting, where the emphasis can be on contractor claims, with a view of the parties working together to achieve the “best for project” outcome. This can include bespoke incentivisation mechanisms (both positive and negative) and rewards for meeting key project objectives.

Our track record – advising:

- **National Highways** on its circa GBP7bn Lower Thames Crossing scheme, which will create one of the largest bored tunnels in the world, connecting the counties of Essex and

Kent. The scheme is being procured in several stages and under various contract packages – all using NEC3 or 4, including the ECC Main Option C, the PSC (Options E and G), the short form ECC and PSC and the TSC. Given the split of contracts and the number of stakeholders involved, there is significant emphasis on the integration of the contracts in order to achieve the construction of a single asset - something that is looking to be achieved through several different mechanisms, such as a scheme wide incentive and innovative commercial model.

- **DCMS** on its procurement of an NEC4 Term Services Contract for state ceremonial events and state visits. One of the key requirements for this contract was the flexibility to call off the contractor on short notice with the option to use any one of the NEC4 payment models.
- A **central Government department** on the construction elements of a multi-phased project relating to national security. A number of phases of the project have already been successfully delivered on programme and budget. Our role has included:
 - Drafting client specific ‘Z’ Clauses to supplement the standard NEC4 ECC Prime Contract.
 - Drafting of specific Forms of Bond, Warranties, Guarantees etc. for inclusion in the NEC ECC Prime Contract.
 - Support and advice on contractual drafting implications on proposed contract terms and condition elements of the NEC4 ECC Prime Contract documents to provide assurance that the Contract delivers the contractual intent defined in the Procurement and Commercial Strategies.

- Review of ITT documentation prior to issue for contractual integrity.
- Support in preparation and review of final contract documents for conclusion of contracts.
- Support and advice in preparation and issue of Contract Award notification letters to successful and unsuccessful tenderers.
- **Scottish Ministers** on all aspects of the GBP1.3bn Queensferry Crossing near Edinburgh, Scotland. The design and construction elements included advising on legal issues arising from the construction contracts - all based on the FIDIC Silver Book – for the main crossing, a new junction on the M9 motorway and the installation of a new intelligent transport system.
- On ‘Government specific’ provisions for inclusion in template construction contracts (NEC and JCT), merging our work in advising government over many years on core contracting templates.

At a glance...

- Extensive experience of advising central and local government on minor projects to nationally significant multi-billion-pound contracts (based on JCT, NEC or otherwise).
- At the forefront of promoting “best for project” solutions and cutting-edge commercial models and incentivisation.



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Contracts

With a team of over 500 lawyers, our contracts specialists combine intimate knowledge of contract law and sector specialism with strength and depth to allow real focused knowledge pooling. The best contracts are ones you can put away and not think about but know, if needed, they are robust, appropriate and clear. Our experts help you find win-wins, plan for all eventualities and help you avoid and mitigate future risks to achieve best outcomes. We know the risks and opportunities from both the public and private sector side and have acted on some of the most complex and innovative commercial arrangements that government departments have undertaken in recent years.

Our track record – advising:

- **DfT** on the M6 Toll Concession Contract and on variations to the M25 DBFO Contract in its capacity as Guarantor.
- **Synergy (DWP, Defra, HSE, HO, ONR, EA)** and **Cabinet Office** on the extensions and amendments to their ISSC2 contracts with Shared Services Connected Limited to allow for phased exit and transition to ERP/SI and BPS replacement suppliers.
- **Ministry of Defence**, alongside MOD's in-house lawyers, in relation to its GBP1.8 bn Cat A Programme to deliver a single common tri-service recruiting process for the Armed Forces, and on a GBP460m contract with Boeing Defence UK, extending existing arrangements for a logistics system critical to UK Armed Forces operations worldwide.
- **NHS England** and the **Department of Health and Social Care** on various transactions to procure and roll out cloud hosting and suites of Microsoft and AWS collaboration products and services (including Azure, Windows 10, cyber protection and Office 365) to over 1.7m users, taking a key role in the negotiation of commercial and data privacy terms, and creating the terms of licence participation for various Trusts and health organisations.
- **Bespoke contracts:** Advising the **Department for Transport (DfT)** on a contract for a one-off purchase of specialised equipment. This included advice on base contract terms (we wrote the template recommended by Cabinet Office), provisions to acquire new (and wide licence to existing) IP, exit strategy and clauses, protection against insolvency risk and unusual provisions to acquire related regulatory rights where our specialist aviation team provided key input.
- **Template contracts:** We have worked on many template contracts for government including the creation and drafting of previous versions of the “**Model Services Contract**” and have advised on a key schedule within it. We advised **Cabinet Office** on the creation of the “Public Sector Contract” and the recommended template of standard terms to be used by government for the purchase of goods and services. As follow-on work we advised Cabinet Office and HMRC on the creation of a new version of the “Mid-Tier Contract”. This links and adds to previous work for HMRC where we advised on its suite of standard terms for the purchase of technology.
- **Frameworks and DPS:** We help clients create and call off contracts from frameworks and DPS' including selection of the best framework vehicle. Our work includes advising **Department of Work and Pensions** on the first DPS under the PCR 2015, advising **CCS** on the pilot framework which used the Public Sector Contract and advice for **Ministry of Justice** on establishing a linked framework and DPS for education services in English prisons and 18 call-offs.
- **Collaborations and Joint Ventures:** These arrangements require careful balancing of rights and obligations. Our years of experience in material collaborations and JVs, including drafting the recommended template contracts, means we are well placed to support you. We have advised **a central government department** on multiple joint ventures over time, we also regularly advise departments on collaborations with each other, NDPBs and the private sector.
- **Changes/Novations/Assignments:** For a **Government department**, we have advised on the interpretation of a key supply contract leading up to change of ownership of the supplier including assessment of contract protections (and addition of new provisions enhancing and anticipating a future exit) and organising the transfer of the contract including potential impact on an associated guarantee.
- **Events and sponsorship:** Alongside the need for usual clear drafting on requirements, price, duration and liability these agreements need clarity on what rights are being taken / granted and any associated service levels. We have advised several government departments on the hosting of major events including advising **FCDO** on the G7 and COP26.
- **International contracts:** We've advised **FCDO** and other government departments on bespoke contracts in Europe, Africa and other parts of the world.
- **Regulated contracts:** A key **public utility provider** on its network upgrade and managed network services, including consideration of Critical National Infrastructure elements and key issues concerning managed fibre access for maintenance purposes, and consideration of the directions issued by Ofcom under the Communications Act relating to access to land and facilities.

At a glance...

- Experience of writing some of the key standard contracts for government, with a deep understanding of their nuances and history.
- A win-win situation is always best, but if complexities arise we advise on optimal commercial position with support from our contract dispute team where needed.



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Corporate Law

As the law firm that year-after-year advises on countless global M&A deals, we translate that experience into actionable insight to ensure we deliver what Government wants. We are trusted advisers to Government, having acted on some of the most complex and innovative public-sector transactions in recent years. We also bring our extensive private-sector experience to bear to anticipate issues early, benchmark terms and ensure deals are 'on-market' from strategy to close.

Our comprehensive regulatory advice and guidance on corporate governance best practice includes advising on the implementation of new laws and regulations, auditing compliance, analysing reporting and disclosure issues, and conducting independent governance reviews and investigating allegations of wrongdoing. We also provide directors duties advice and board-level training programmes, including to HMG's Non-Executive Directors, and devised the HMG directors' appointment letter. We developed (and now maintain) HMG's standard shareholder documentation suite in partnership with the Cabinet Office and GLD. The Cabinet Office deploys this suite across Government for joint ventures, and, with adaptation, elements are also used for GovCos.

Our track record – advising:

- The **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on the acquisition from Coherent Corp. of Oetric Semiconductors (UK), a critical domestic specialist semiconductor manufacturing facility in Newton Aycliffe, County Durham, essential for UK defence applications.
- **National Grid Electricity System Operator** on its separation from National Grid and GBP630m sale to the UK Government, becoming the National Energy System Operator (NESO). Advised on the establishment of NESO as an independent system operator, including drafting constitutional and shareholder instruments, and designed governance mechanics and board documentation to deliver Day-1 operational independence and robust public-sector governance.

- **DESNZ** on the establishment of Great British Nuclear (GBN), the nuclear projects delivery vehicle established to meet the British Energy Security Strategy (BESS) which set out the Government's nuclear ambition.
- A high-profile **UK GovCo** on board and shareholder governance mechanics for interim executive arrangements. Advised on company law and directors' duties, de facto director analysis, Articles-based shareholder consent rights and Framework Document alignment, and public sector governance standards.
- **Babcock Critical Services** on the GBP55m acquisition of S. MacNeillie & Son, a long-established designer and supplier of specialist vehicles and protection system integrations to the emergency services, and on its acquisition of the Defence Support Group from the Ministry of Defence. This was conducted by way of an auction with our client, Babcock, emerging as the winner.
- A **key government supplier** on the disposal of the electronic tagging/monitoring business to a competitor and advised a purchaser of Green Investment Bank assets covering a range of UK green projects across a variety of sectors, including offshore and onshore wind and energy.
- **HMRC** on the creation of Revenue and Customs Digital Technology Services; the Department for Work and Pensions on the creation of BPDTS Ltd; and the Department for Business, Energy and Industrial Strategy on the creation of STSCL. Advice included procurement, advice on best structure, company law, establishing entities, transferring the existing operation to the entities, directors' duties, drafting articles of association, HR and State Aid.
- The **Cabinet Office** and other departments on three complex shared services joint ventures (total value up to GBP3bn):
 - **Shared Services Connected Limited:** Delivers transformational back-office services via a new shared platform to 12+ Departments.

- **Integrated Debt Services Limited:** A 'one-stop-shop' debt analysis and collection company for HMG.
- **Crown Hosting:** Provides 'on demand' hosting services at different levels of accreditation.

Our role included advising on the best vehicle and establishing it, drafting and negotiating heads of terms, complex shareholders agreements and share options, articles of association, business transfer and funding agreements, dealing with directors' duties, capital markets advice, State Aid and EU Law. We also advised Cabinet Office on the sale of its stake in MyCSP, its JV with Equiniti and advise several government mutuals.

At a glance...

- **Market-leading private sector expertise, tailored for Government.** We combine global transactional experience with deep public sector understanding to deliver robust, commercially astute and defensible corporate advice.
- **The 'go-to' firm for JVs and GovCos.** We advise across the full lifecycle, from entity formation and governance design to major transactions and exit strategies.
- **Intelligent delivery providing demonstrable value for money.** We use tech-enabled tools and rigorous legal project management to drive efficiency, cost-predictability and transparency on every instruction.



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Employment Law

Our highly experienced Employment law team works on the full range of public sector projects and advice for our government clients. Our depth of expertise enables us to take a strategic approach to challenges faced by government on people issues, and we are often consulted by GLD. We add essential insight into priorities and commercial considerations of private sector providers because we also act for the private sector.

We advise and negotiate on TUPE and workforce change across a range of service and infrastructure projects. Our approach is tactical and commercial: identifying how the employment law issues best work alongside commercial and financial considerations. We give our public sector client a commercial edge in negotiations, implementation and TUPE compliance. We field senior lawyers to deliver TUPE tactical training to public bodies, on all aspects: from commercial strategy, to COSOP.

We are used to dealing with a high level of employee, trade union and media scrutiny – helping government to navigate these topics with skill and discretion. We offer strong experience in handling industrial relations issues in pragmatic, commercial ways, focused on outcomes, against a backdrop of determined negotiation and robust use of industrial relations law. We act in contentious cases, including Employment Tribunal and High Court litigation. We facilitate effective risk management and advise on risk in line with the AG guidance and understand the restrictions on settlement for many public bodies. We have acted in high profile cases leading to changes to the laws on redundancy consultation, holiday pay calculation, TUPE assignment and employment status.

Our track record – advising:

- A **group of central Government departments** on a Programme involving multiple service lines preparing for re-procurement envisaging major transformation. We negotiated an extension to incumbent arrangements alongside adaptations to facilitate future transition and transformation,

employee data, trade union engagement, management of and redundancies and related costs, and secondments to support transition. This was a complex project requiring creation of clarity in an uncertain situation involving temporary disaggregation of services and staff transfers in waves with potential reorganisation, redundancy and reputational risk. Working collaboratively with other firms advising on other aspects of the Programme was also also key.

- **Ministry of Defence**, alongside MOD's in-house lawyers, on the Armed Forces Recruiting Programme, combining several service lines in a large outsourcing and tender exercise to create a single outsourced service with one provider and various subcontractors. There are numerous potential permutations of TUPE transfers. We support all elements: employment law aspects of procurement, contract drafting, employee data, employment law issues in dialogue, advice to ministers, trade union engagement, negotiation, consultation with stakeholders, and TUPE compliance by all parties. Also ensuring that recruitment practices comply with diversity and other laws and advising on complex pensions issues that may arise. This is a complex long-term project.
- The **Ministry of Justice**, on the TUPE aspects of its large re-procurement of electronic monitoring services. We advised on all aspects of TUPE dialogue, submissions and contract.
- **National Grid**: insourcing of various IT activity, delivered in the UK and other jurisdictions including the US.
- **Transport for Wales** on options to manage staff transfer in the move to a franchise scheme for bus services including the option of bespoke legislation.
- Training on TUPE tactics and other employment law training for **The Cabinet Office, UK Export Finance** and **GLD**.
- A **government arms-length body** on a complex claim and DSARs by a group of employees alleging unfair constructive dismissal, sex and disability discrimination and victimisation involving large volumes of documentary and witness

evidence spanning a five-year period. Through our fair and professional management of a very challenging litigation environment we ultimately obtained a strike-out and partial cost recovery.

- A **public body** on a sensitive investigation into behaviours and relationships within the executive team and subsequent negotiated exit with the required authorisations.
- A **public corporation** on the making of exit payments and development of employment contracts from a public law perspective.
- A **Government department** on the application of the public sector equality duty to senior appointments.
- A **Government department** on employment issues arising out of the implementation of a change of provider to a key cross public sector service including implementation of TUPE and related consultation, workforce terms and conditions and the impact of industrial action.

At a glance...

- Broad, long-term experience of advising government on strategic, ground-breaking public sector projects.
- Our private sector experience brings essential insight to our advice to government.
- Tactical and commercial advisors – equipping government clients to understand and respond to commercial positions taken by bidders and incumbent service providers.
- Solution focussed advice – on all employment issues



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Environmental Law

DLA Piper's Environment Group in the UK is a specialist team at the forefront for all aspects of environmental law, including:

- Environmental litigation.
- Defence of environmental prosecutions.
- Real estate and corporate transactions, with a particular emphasis on compliance issues.
- Environmental approvals and assessments.
- Due diligence for mergers and acquisitions.
- Waste management and disposal.
- Recycling, waste diversion and recovery.
- Transportation of dangerous goods.

Our pure environmental advisory work which includes:

- Advising on compliance with environmental law and on the implications of forthcoming legislation; reviewing and drafting compliance documentation for clients.
- Responding to regulatory investigations and defending against prosecutions by regulators.
- Regulatory policy development and government relations.
- Public affairs advice, to protect clients' reputation in the media following an incident.
- Licensing advice, including advising on applications for premises licences.

We work for a wide range of clients on a variety of complex

environmental matters. Our team regularly forms part of broader project teams working on large projects for government. We also provide advice to government on discrete regulatory matters.

Our track record – advising:

- **DESNZ**, producing a report to assist in furthering the Department's policy to promote 'green' hydrogen production offshore. 'Green' hydrogen production is the production of hydrogen by electrolysis of sea water. The energy for this is provided by electricity from wind turbines. The hydrogen thus produced can be transported, stored and used at a future date to generate electricity. The process is intended to provide an energy storage system for renewable wind energy which is analogous to existing pump storage systems for hydro-electric electricity. The green hydrogen projects would therefore provide a mitigation of the critical problem that renewable wind energy is not available when the wind is not blowing. Our report reviewed the application of existing regulatory frameworks governing offshore oil, gas and electricity infrastructure, and their potential application to green hydrogen production, transportation and storage both in English, Scottish and Welsh territorial waters and in waters lying outside the 12-nautical mile limit, including the UK Continental Shelf and Exclusive Economic Zone. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology. The topics covered were extremely complex, but the report was very well received by the client Department.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, on the acquisition of a company which operates a plant for the manufacture of specialised semiconductors. We

have been carrying out due diligence on environmental risks attaching to the site from which the company operates and also on the company's environmental and health and safety management systems.

- The **Ministry of Defence**, alongside MOD's in-house lawyers, in relation to nuclear licensing issues as regards moth balled nuclear sites which the Department may wish to be used for new purposes.
- **One of the two companies served with a remediation notice in respect of the contamination by bromates and bromides of the largest aquifer used for public supply in the UK.** Having persuaded the Environment Agency to accept a Voluntary Remediation Statement in place of a further remediation notice, we are now seeking to bring matters to a conclusion, in view of the limited remaining options for management of the issue.

At a glance...

- An experienced team that has wide, industry developed knowledge.
- Experience of advising on large, strategic projects, some of which involve the potential for large environmental liabilities.



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Finance and Investment

With more than 150 finance lawyers in the UK, we work as an integrated practice with dedicated knowledge and skills across:

- Government and local authority financing arrangements (including NWF)
- Project finance and energy and infrastructure finance
- Asset/receivables finance
- Real estate finance
- Acquisition finance
- Venture capital
- Derivatives and structured finance
- Financial markets and regulation
- Restructuring and insolvency

We advise on all product types (e.g. loans, public and private bonds and private placements), both domestic and cross-border as well as associated guarantee and security arrangements.

DLA Piper's Finance team is entrusted with the most challenging, unusual and/or high value transactions for its clients. Our clients include clearing banks, investment banks, challenger banks, alternative debt providers, equity investors, investment funds, corporates, offshore banks and central and local governments and sovereign wealth funds. We work closely with our colleagues in our technology practice to develop the law in new areas, such as FinTech and data centre funding.

In addition, we have a long track record of advising across the energy and infrastructure sectors in both non-distressed and distressed capital raisings. Our clients are frequently sponsors

and funders, but we have also had important, relevant public sector roles. We also have very longstanding experience supporting the public sector on financings in PFI/PPP

Our finance expertise is complemented by large teams of lawyers with deep sector knowledge across energy, power and renewables, infrastructure and various new and established technologies as well as industrial expertise, with support from real estate, planning, tax, intellectual property and litigation team. In particular our finance teams work closely on public sector financings to involve our teams specialising in subsidy control, procurement, public law and litigation to managing the associated risks.

Our lawyers are recognised by law firm directories as leaders in our respective areas of specialism.

Our track record – advising:

- A consortium (ongoing) in relation to their bid for an interest in **Sizewell C**, the GBP30bn+ nuclear power project, which will be majority debt funded. The advice includes advising on the financing arrangements including the financing provided by NWF and Bpifrance (the French ECA) and the interrelationship with the Government Support Package to be provided by HMG
- **NWF** (ongoing) on a financing of a new pyrolysis technology project
- **HMG** on financing and restructuring of a nationally significant UK infrastructure project (confidential)

- **Quickline** on a financing provided by NWF on a covered facility basis to fund the roll-out of fibre across various UK regions backstopped by BDUK contract support
- The shareholders in relation the acquisition of an interest in **Tideway**, which benefits from the Government Support Package (on which members of the team originally advised Defra) and associated financing arrangements of >GBP4bn.

At a glance...

- Trusted Government lawyers, familiar with all the lending/guarantee/security issues which commonly arise on Government projects.
- A team with real strength in depth – over 150 lawyers in the UK and part of an international finance group of nearly 800 lawyers in more than 40 countries.
- Expertise in asset finance, debt finance, energy and infrastructure finance, financial markets, real estate finance and structured trade and receivables finance.
- Clients benefit from a valuable combination of local knowledge and global insight, allowing us to handle all aspects of domestic and cross border financing and investment transactions and disputes.



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Grants

With a dedicated team of public sector specialists, DLA Piper has advised on some of the most complex and innovative grant programmes delivered by HM Government in recent years.

We advise on all aspects of the grant funding process, including public law advice on powers, the design and running of competitions, subsidy control, and grant agreements.

Our breadth of expertise means that we design grant funding competitions and agreements that you can trust and that stand up to scrutiny when challenged.

Our approach focuses on:

- **Clarity and accountability** – ensuring grant agreements are geared to incentivising the delivery of outputs and outcomes, whilst providing the right levers for funders if they are at risk.
- **Flexibility and innovation** – designing agreements that respond to funders' policy objectives and risk appetite whilst ensuring they meet minimum UK Government requirements.
- **Risk management** – anticipating potential challenges, including on subsidy control and funding awards, and embedding safeguards to protect public money.

We understand the landscape from both a funder and recipient perspective and use this 'rounded' experience to prepare grant agreements that are balanced, focus on the key issues and are accessible for non-legal audiences.

Our track record – advising:

- A **Central Government Department** on an evaluation process and grant documentation for a new research programme. This included developing a new light-touch agreement that complies with minimum UK Government requirements but is c.70% shorter than the Model Grant Funding Agreement.
- **Cabinet Office** and relevant policy teams on handling the portfolio of mono- and multi-recipient EU grants across UK Government (total value c.GBP1bn) as part of preparations for a 'no deal' exit from the European Union.
- A **Central Government Department** on the negotiation of variations to its standard capital grant terms for a GBP1 billion+ award to accelerate advanced manufacturing.
- A **Central Government Department** in relation to a sustainable fuels grant scheme.
- **DCMS** on a grant agreement to support the delivery of a flagship event for the VE Day 80 celebrations.
- **DWP** on its Connect to Work grant programme to help disabled people, those with health conditions, and people with complex barriers to employment, to find sustainable work.
- A **Central Government Department** on the competition and template grant agreement for its Green Fuels, Green Skies programme, aligning the agreement to the Model Grant

Funding Agreement and the UK Government Functional Standards for General Grants.

- **DfT** on the multi-million Local Sustainable Grant Funding to the Lake District National Park Authority.
- **UKRI** on updates to grant agreements from UKRI to the entities post 'spin out' and related public law implications.
- **Shared Rural Network** on grant funding, including the implications of Reg 13 of the Public Contracts Regulations 2015 (contracts subsidised by contracting authorities).
- A **potential grant recipient** on a very significant grant for the introduction of green manufacturing technology in a nationally-significant industry.
- A **contract development and manufacturing organisation** concerning a proposed grant to support the expansion of its existing pharmaceutical manufacturing operations.

At a glance...

- Advised on some of the most complex and innovative Government grant programmes.
- Offer public law and subsidy control expertise to provide fully rounded advice.



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Information Law including Data Protection Law

In recent years we have had the opportunity to leverage our expertise for the benefit of HM Government on some of the highest profile data related projects impacting the UK public sector, as well as reforms to UK information law and policy following departure from the EU.

We take time to invest in resources that will help our clients to streamline compliance. Notable resources include **Data Protection Laws of the World Handbook** (a comprehensive online guide to global data protection laws, with 100+ country coverage), **Privacy Matters blog** (weekly updates on new developments in data protection laws), **Privacy Scorebox** (self-service privacy assessment tool) and **GDPR App** (iOS/Android app that gives searchable access to the UK and EU GDPR text). We have also developed **Transfer** (standardised methodology and country 'EEG' analysis to help carryout transfer impact assessments) and **Notify** (data breach notification assessment tool).

Our track record – advising:

- Undertaking complex analysis and providing easy to digest written advice to **central government** on the lawful basis/bases available to it under the UK GDPR when processing special category personal data in relation to the operation of a third party supplier contract which supports a government function. We also advised on the interpretation of wording for a connected, revised government Data Sharing Agreement and have been providing responsive advice in relation to data protection and security issues arising in connection with the third party supplier contract.
- Advising a **nuclear infrastructure organisation** on the application of the Freedom of Information Act (FOIA) and the provision of information/exemptions to the provision in relation to a number of requests.
- Data governance aspects of the **Ministry of Defence** Armed Forces Recruiting Programme, alongside MOD's in-house lawyers, regarding sensitive personal data for recruits, and a new governance framework.
- **NESO** in navigating complex data sharing arrangements arising from its recent transition from private to public sector body, including in connection with the FOI Act and GDPR requirements.
- The **Department for Science Innovation and Technology (DSIT)** policy team responsible for preparation of the data protection and digital information bill, developing in-depth analysis of options for legislative reform of the UK GDPR, DPA 2018 and PECR, up to and including preparation of instructions to parliamentary counsel for prospective legislative text.
- The **DSIT** International Data Transfers (ITR) team on design and implementation of 'ITR' manual which underpins the way the UK Government conducts adequacy assessments on third countries following the UK's departure from the UK. We have supported the ITR team in carrying out multiple third country assessments with local counsel across our international privacy team, including in support of the decision establishing the UK-US data bridge.
- **NHS Digital** on information governance controls supporting fair collection and transfer of data within the NHS IT ecosystem, including preparing fair collection notices, drafting data sharing arrangements, aligning vendor management controls, conducting privacy impact assessment, etc.
- The policy team at the **Office for AI** in conducting an in-depth analysis of how the UK regulates AI and considerations for reform options in view of the risks posed by the emergence of increasingly sophisticated AI systems. Our work fed directly

into HM Government's whitepaper "A Pro-Innovation Approach to AI Regulation" .

- The **Information Commissioners Office** on development of regulatory guidance in support of international data transfers, including drafting the international data transfer agreement (IDTA) and supporting toolkit.
- **Independent Parliamentary Standards Authority** in a long running defence of a group litigation action following the inadvertent disclosure of personal data on their website.
- The **Counter Disinformation Unit (CDU) at DSIT** on privacy related controls to support establishment of the work of the unit in connection with the review and oversight of harmful content online.

At a glance...

- Routinely working at the heart of government on the most challenging privacy issues of the day.
- Deep understanding of the policy landscape.
- Global outlook.
- Confident working under pressure on high profile time-critical projects (e.g. NHS COVID-app).
- Unique set of privacy law tools.
- Well known to regulators and data policy teams.



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Information Technology Law

Our pre-eminent UK Government practice offers bench strength, insight, track record and a reputation for working collaboratively with GLD, project teams and other advisors to get the job done. We work in line with prevailing policy, using a mixture of GLS terms and call offs under CCS frameworks, including G-Cloud, Technology Services 3, DOS3 and Network Services 2.

Our track record – advising:

- A **central government department** on the re-procurement of core infrastructure contract. We advised on the end-to-end procurement of the following contracts: Network services, End User services, Hosting and Support services.
- **UK central government security services** on key IT procurements, using vetted staff and dealing with security classification information.
- **National Grid** on multiple large-scale competitive IT procurements and re-procurements, including UK/US data centre services, UK/US managed networks, and creating new modular 'plug and play' template agreements adapted from CCS Model Contract.
- **NHS Digital** with several expedited procurements in response to the COVID-19 pandemic, including providing strategic procurement advice in relation to applicable routes to market including G Cloud, Technology Services 2 and 3 and bespoke procedures. Support has included advising and negotiating the terms of key contracts relating to IT infrastructure critical to the testing, COVID App, COVID Status Certificate, NHS App and vaccination programmes whilst assessing and mitigating procurement challenge risk. The **Home Office** on the Emergency Services Network (ESN) programme, a replacement programme for the Airwave TETRA telecommunications network for the UK's blue-light services. The ESN is a GBP1.2bn programme, the re-set in ESN is projected to save the public purse GBP200m a year once it has fully replaced the original radio-based

network, Airwave. This is a Critical National Infrastructure project and was the second most important issue on Cabinet Office's watch list. We supported HO in re-negotiating its contracts with Motorola and EE.

- The **Department of Work and Pensions** on the re-procurement of a replacement back office services via a shared service arrangement with other participating Government Departments and ALBs.
- The **Ministry of Justice** on its electronic monitoring programme, two concurrent procurements for monitoring devices and filed monitoring services. We advised on all aspects of the procurements including the development of adaptations to the model services contract and collaboration arrangements between suppliers.
- A **central government department** on the re-procurement of its lynchpin core infrastructure services (networks, hosting and workplace) via a combination of frameworks (TS3, NS2 and open procurement).
- A **multinational supplier to UK Government** on the establishment of a global multi source ecosystem for its core IT contracts, procured via concurrent procurements.
- The **Government of Jersey** on its largest IT procurement, a state-wide major technology and business transformation project to establish modern and effective enabling function.
- A **central government department** on a range of projects to transform their legacy networks into a modern/agile/robust set of networks, this has included strategy for its new pan-department contracts, sensitive special projects (using the model services contracts adapted as required) and since 2018, the exit from the material incumbent contract. We have also advised on the purchase of complex physical technology materials, as well as on its sensitive re-procurement of its logistics technology support.
- A **government department** with cloud migration and hosting

arrangements, together with ERP implementations and SI arrangements.

- A **major financial institution** in relation to its circa GBP3bn cloud transformation and outsourcing agreement, one of the largest such deals seen in the UK financial services sector.
- **NHS England** on the circa GBP800 million procurement of Microsoft collaboration licences using CCS Technology Products and Associated Services for use NHS-wide.
- **NHS England** on the re-procurement of the NHSmail Service Integrator and Collaboration Platform contract from pre-ITT stage to contract signature (expected in October following approvals). The contract covers a wide range of services including support and development of the entire NHSmail service used by the vast majority of NHS bodies and establishment of an 'Innovation Hub' to allow other vendors to propose innovative solutions for the future evolution of the NHSmail service.

At a glance...

- Leading global IT law advisor – we will bring you best global practice and insight.
- Trusted digital transformation advisor to UK.
- We are at the forefront of UK Government's digital transformation strategy.



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Intellectual Property Law

We have extensive expertise in all the fields of IP licenses (including strategy and exploitation), IP in software, in data, databases and copyright, trademarks, patents, confidentiality and non-disclosure. Having advised the public sector on IP issues for many years, we are experts in the public regulatory regime as it may impact upon IP. Furthermore, we extensively advise the private sector in intellectual property matters and so bring a range of expertise and best practice knowledge to our advice.

We are constantly developing and offering innovative IP solutions, such as our online product “Database Laws of the World”, “Trademarks guide” and “Patent Litigation guide”. We have developed precedent banks and toolkits and can work with our low-cost delivery centre in Leeds to provide cost-effective solutions to government.

Our track record – advising:

- On multiple **Ministry of Defence** projects, alongside MOD’s in-house lawyers, including the Armed Forces Recruitment Programme and Boeing Defence UK logistics project where IP ownership and licensing were key issues.
- Intellectual Property aspects of large-scale IT and workforce projects for a **national energy provider**.
- The **Department of Health and Social Care** on all intellectual property and data privacy aspects of its 100k Genome Project. This involved complex issues around permissions to use genomic material, ownership of databases and ownership of resulting intellectual property.
- The **UK Research and Innovation Centre** (which is the leading UK public grant-giver for UK scientific research) on its IP portfolio arrangements subsequent to its recent statutory re-organisation (from the old Natural Environment Research Council), and on the IP aspects of its divestiture of The

National Oceanographic Centre and the Centre for Ecology and Hydrology.

- The **Coal Authority** on its digital strategy and commercialisation of its core data sets and databases. The retainer involves highly complex issues at the interface between the regulation of public data (FOI, EIR, PSIR) and intellectual property (database rights, copyright).
- An **executive non-departmental public body** with its procurement of 7 laboratory hubs. The scope of the project included advising on public procurement, data protection, privacy, IT and IP ownership issues, complicated by the multiple parties involved and different ways in which IP can be generated under this project.
- A **Plc licensee** on its largest-ever global licence deal from Porton Down, the UK Government research establishment, to the marketing and distribution of a highly-valuable cancer therapy. The licence involved complicated issues of public law as well as contract law, since the licensee is a government body, as well as a measured approach to risk that sought to balance risk between the parties.
- A **major pharmaceutical company** on the agreement for the supply of their COVID-19 Vaccine across UK and Europe. The headline contract was that with the European Commission, which was procuring Vaccine doses on behalf of the EU Member States. We negotiated three separate contracts with the EU, and over 50 separate Vaccine Order Forms with Member States. We have also subsequently assisted on the contract negotiations for the roll-out of their anti-viral product.
- The **British Antarctic Survey** around the use of its logo.
- The **University of Sheffield** on its trademark and branding strategy, and in a dispute over an extremely valuable patent

licence.

- On trademark portfolio management and brand protection advice on a global basis to a **leading global beauty manufacturer** with a portfolio of in excess of 40,000 marks.
- A **leading manufacturer** in multiple cross-border litigation cases concerning the sale of counterfeit products, including representation in the largest counterfeit case in Europe.
- A **European life sciences company** with a presence in over 40 countries globally in response to a cyberattack deemed a matter of national security by the National Crime Agency (NCA) and the National Cyber Security Centre (NCSC). We advised the client and their cyber insurers on GDPR notifications; US data protection notifications (including notifications pursuant to HIPAA); non-EU/non-US data protection notifications; liaison with international criminal authorities in the US, UK, Germany and Belgium; OFAC regulations in the US and TracFin regulations in France; contractual obligations with customers; engagement of external IT service providers; press releases and engagement with key customers; and insurance.

At a glance...

- Full range of non-contentious and contentious IP matters supported.
- Track record of supporting government with some of its most innovative and challenging IP issues.



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Outsourcing

For our government clients we combine the heft and knowhow of one of the leading outsourcing advisory firms (winning the Global Sourcing Association law firm of year 2025) with a multi-decade track record in government outsourcing. To supplement our regular tools of the trade (the Model Services Contract (we wrote early versions), the Sourcing Playbook and related Guidance), we have developed our own Ascendant methodology adapting our global sourcing methodology to a UK Government context, with bespoke tools, trackers and ready-made schedules. Outsourced contracts also need to be extended and amended at times, and we have a wealth of experience in advising Government both on the applicable procurement regime as well as the commercial and legal implications and approaches to extending and varying contracts where required. This includes advising on TUPE and redundancy risk. Whatever the subject matter (first/second/third+ generation outsourcing, BPO, F&A, technology) we can guide Panel customers on what is “on market” and what will work.

Our track record – advising:

- A **Central Government Department** on the procurement of hosting services and transformation of its hosting estate. Estimated contract value in excess of GBP 240 million. This included use of the competitive flexible procedure and use of the latest model services contract.
- **Ministry of Justice (MoJ)** on the two parallel procurements (competitive dialogue) to re-procure its electronic monitoring services. The requirement was split into two lots; 1) field services and 2) device supply. We advised on all aspects of the procurement.
- The **Department of Health and Social Care** and latterly **UKHSA** on time sensitive, complex and high-profile mandates, including advising on the contracting of outsourced contact centre services for **NHS Test and Trace**, recruitment process outsourcing, warehouse management arrangements,

and the outsourcing services to support the various IT platforms supporting NHS Test and Trace.

- **Disaggregation and supply chain revolution:** The story of the last decade as clients have moved way from monolithic prime contracts to disaggregated supply chains. We have guided clients including **MoJ, MOPAC, Defra, HMRC, NHS Digital** and the **Ministry of Defence (MOD)** throughout their journey. We have dealt with exit, transition, insourcing, collaboration models, and routes to market including frameworks and calls for competition, developing a unique set of solutions for clients breaking the habit of a lifetime. An example is our detailed analysis of past disaggregated procurements gathered through client interviews and setting out lessons learned and shared with clients through workshops to help them develop a model that works for them.
- **First and second generation outsourcing:** While many outsourcings are now multi-generational, there are still some first-generation outsourcings coming to market. For example, we supported MOD in relation to its GBP1.8 bn Cat A Programme, which will deliver a single common tri-service recruiting process for the Armed Forces. Our team has been a critical partner from inception, helping the MOD move from a model of mixed in house and outsourced recruitment services to an innovative tri service recruitment approach which will supply all the MOD's recruitment services.
- **Restructuring outsourcing contracts:** Long-term partnering contracts sometimes needs restructuring. We are often called upon by clients such as **MOD, NHS England (NHS Primary Care Services)** and **Home Office (ESN)** to step in and support the delivery of “re-set” contracts, working from agreement in principle through to the detailed stage of contract modification or restatement. This requires a strategic approach, an attention to detail and an element of dispute management to address historic performance issues and

ensure options are kept open.

- **TUPE:** We are very familiar with the Model Services Contract schedule 9.1, COSOP and the application of TUPE in a central government context and can help Panel customers in whichever way suits, mindful of GLD's retained responsibility in this area. For example, our work on **HMRC's** Columbus and Technology Sourcing Programmes required us to work alongside GLD lawyers whilst in other cases such as the **NHS England Primary Care Services** first generation outsourcing, we provided the main advice on TUPE.
- We often come across connected outsourcing arrangements. For **MoJ**, we devised one of the first dynamic procurement systems under PCR 2015 to provide a flexible route to purchase education services for the English prisons. This required interpretation of novel rules and drafting of bespoke contracts and procurement documents. In parallel we helped create a series of 17 interlocking national framework agreements and associated call off contracts to outsource the provision of core education services. We were able to use newly created template contracts (that we had just drafted for Cabinet Office) and brought in our experience of weaving these contracts together.

At a glance...

- Advised on some of HMG's most strategic projects.
- Multi-strand, fast paced deals requiring innovation.
- Utilise cost-saving innovative tools.



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Pensions Law

With over 20 years of experience of being involved in large infrastructure projects, dealing with all aspects of pensions, acting for contractors and suppliers, we have in depth knowledge, appreciation and experience of supporting clients.

We help you to understand, decide and act in respect to issues/risks arising in relation to pensions, agreeing and implementing pension strategies into the procurement and documentation processes of projects and advising and supporting in contract management during service delivery. We provide our clients with pragmatic actionable solutions to their most pressing challenges.

Our track record – advising:

- **A participating employer** in the Electricity Supply Pension Scheme on its departure from the scheme wide pension scheme. This has included advising the establishment of ESO's own pension scheme and the complications of ensuring protection of the protected pensions and other special members.
- **Transport for Greater Manchester (TfGM)** on pensions in relation to its bus franchising project. This included advising on the complexities of existing operators participation in the LGPS and/or broadly comparable pension schemes, the implications of pensions in any procurement exercise and the risk exposures relevant to TfGM.
- **Merseytravel** on the pensions implications of its arrangements for new rolling stock and service support including negotiation and drafting of relevant documentation for a new section of the Railway Pension Scheme.
- **Crown Commercial Service** on the pensions aspects of the drafting of the Public Sector Contract, the template contract that CCS use for their framework contracts.
- The **Ministry of Justice** on the pensions aspects of the

establishment of a framework and DPS contract for prisoner education services. These multi lot and multi supplier frameworks require terms that can be market acceptable and a lot of co-ordination to manage a complex and interlinking suite of documents.

- **GLD Employment Team** to review the government's outsourcing contract which involved producing standard wording to comply with Fair Deal in respect of all the public sector pension schemes.
- **Department for Energy Security and Net Zero** on pensions powers for the Secretary of State to be added to the Energy Bill in relation to Great British Nuclear's role and future activities, which later became the Energy Act 2023.
- **British Council** on Beckmann indemnity for an outsourcing agreement.
- **National Highways** on Fair Deal implications, admission to LGPS and various contractual reviews.
- **NDA** on an internal employee transfer and the pensions rights in respect of this transfer.
- The successful restructuring of **Westinghouse UK Limited** on a bulk transfer out of the Combined Nuclear Pension Plan. This included advising on the transfer out its DB/DC contribution liabilities from the CNPP to a new hybrid pension scheme and its remaining DC liabilities to a master trust.
- A **quasi-public utility provider in Scotland** on its IT outsourcing. This addressed the pensions issues arising from transferring employees pursuant to the Transfer of Undertakings (Protection of Employment) Regulations and the associated pensions funding requirements.
- The **Department of Transport (DfT)** in respect of pension issues on the transfer of rail franchises including a review of the franchise agreement and deed of participation to ensure

continued participation.

- The **trustees of six Groups of the Electricity Supply Pension Scheme**, including the National Grid Electricity Group and the E.ON UK Group (each circa GBP4bn assets). These are sections of the industry-wide Electricity Supply Pension Scheme. Each of them is open to accrual (closed to new entrants). We provide day to day advice to the trustees on a wide range of matters.
- **Cabinet Office** on the creation of Shared Services Connected Limited – a joint venture between the Cabinet Office and Sopra-Steria. We worked very closely with Government Legal Department in advising on New Fair Deal and inputted into the process and the drafting of the provisions which gave effect to one of the first private contractor participations

At a glance...

- Long-term business partner to Government departments on standard positions and documentation relating to the pensions aspects of large-scale outsourcing projects, including the Ministry of Justice, Cabinet Office and Ministry of Defence.
- We have successfully acted for suppliers entering into similar contracts. We are adept at spotting opportunities for our clients as we are at protecting them from risks.



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Planning Law

DLA Piper is a pre-eminent firm in advising the public sector on high profile planning policy and projects. We advise across government in relation to projects under the Town and Country Planning Act 1990, Planning Act 2008 and others. Our lawyers advise on policy (including national policy statements and spatial strategies), strategic environmental assessment, environmental impact assessment, habitats assessment, development consent orders (DCOs) authorising development and planning applications. We defend judicial reviews and statutory legal challenges.

Our track record – advising:

- The **Department of Energy Security and Net Zero** in relation to legislative change required in each of England, Wales and Scotland to enable the at-scale production of green hydrogen. The project included coordination of multiple legal disciplines in addition to planning law, such as environment, health and safety and real estate law. The work also entailed comparative law analysis in respect of other international jurisdictions where DLA Piper colleagues from our overseas offices provided real-life experience of other legal regimes. We liaised with legal and policy colleagues instructing the work, so our product was tailored for specialist readers with summaries and short-form outputs suitable for sharing with ministers.
- **High Speed 2** in relation to planning, compulsory acquisition and property matters in relation to Phase 1 of the project, which extends from Euston to Curzon Street in Birmingham. HS2 has put in place a scheme whereby homeowners (including owner-occupiers of agricultural/commercial properties) can claim for the effect of the project on their properties based upon proximity. We advise on complex compensation claims, certificates of appropriate alternative development, powers available to HS2 and discharge of environmental obligations.

Case Study – National Grid

National Grid's assets throughout England require upgrade to meet the Government's Net Zero objectives, whilst managing environmental and carbon impacts, as well as meeting modern standards. DLA Piper is promoting projects by several DCO applications under the Planning Act 2008 and other procedures, which include:

- The Grimsby to Walpole scheme, which entails the construction of ~150km of new overhead power line, principally in Lincolnshire. Our role includes addressing impacts on internationally designated ecological sites, national landscapes and multiple statutory undertakers, including railway and solar farm undertakings. The project also involves management of the compulsory acquisition of numerous land interests and managing regulatory matters; and
- The Cotswolds Visual Improvement Project, which requires authorisation by submissions to the Secretary of State for Energy and Net Zero and a compulsory purchase order as well as dealing with the local planning authority and common land commissioners.

Our role includes identifying particular hot-spots for consultation and where consultation requires an increased effort; drafting the relevant DCOs, advising on EIA and other assessments; and drafting the case for compulsory acquisition in light of the differing business cases applying for each location.

At a glance...

- Prevailed in some of the highest profile judicial reviews, including that against the Airports National Policy Statement and on housing land supply in the Hopkins Homes case.
- Supporting confident optioneering and key decision making.

Case Study – East West Rail Company

Established by the Secretary of State for Transport to bring forward a new railway linking Oxford and Cambridge, catalysing delivery in the Oxford Cambridge Arc. The main components of the project include the completed upgrade of the railway from Oxford to Bedford and a completely new railway from Bedford to Cambridge.

Our advice has included:

- Advising on the programme and statutory steps required for a development consent order application for the Central Section.
- Option selection, back-checking previous selection of options and considering strategic environmental assessment and Habitats Regulations Assessment considering litigation about the proposed Oxford Cambridge Expressway.
- Reviewing and contributing to consultation documents for an informal public consultations in 2019 and 2021.
- Advising on key environmental constraints such as natural/ecological designations and possible interactions with Grade 1 Listed buildings and parks/gardens.
- The economic and housing related case for the project and its evolution and establishing procedures in relation to freedom of information and environmental information regulation requests.

We obtained designations under s.35 of the Planning Act 2008 to enable promotion as a DCO and managed several public consultations on the project, which is now proceeding towards an application.



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Projects / PFI / PPP

DLA Piper's Projects team is an award-winning team of specialist lawyers advising on market-leading energy and infrastructure projects in the UK and internationally.

We have a track record of successfully delivering first-rate legal services in various sectors including defence, transport, renewables, nuclear, and social infrastructure. Our lawyers understand the commercial, strategic, technical, geographical and political factors that shape and impact these sectors, as well as the commercial issues and risks inherent to such sectors. Our team of dedicated and friendly lawyers strives to deliver the best advice for each project by applying high-quality technical legal know-how, sector knowledge, and specific geographical insight.

With circa 30 years' experience across various sectors globally, our Projects lawyers have depth and breadth of experience. We provide a full and aligned service on large-scale, complex infrastructure projects. We pride ourselves on advising a range of public sector contracting authorities, prime contractors and infrastructure / energy investors. We understand the expectations, challenges and opportunities that each stakeholder holds dear – we understand the market you operate in.

We advise on all aspects of the project lifecycle: from procurement, to construction and operation, and right through to handback and expiry.

Pre-procurement, we can support you on procurement strategy and procedure, funding models and bankability, contracting models (including traditional PPP models such as BOOT and DBFM, and emerging models such as MIM and new uses for RAB), commercial structuring, risk allocation and contractualisation. We also support our clients closely on feasibility studies, business cases and balancing sheet treatment, as well as securing the necessary approvals.

Post-procurement, we provide comprehensive legal support during construction and operational phases, including on variations (including Net-Zero led), refinancings, potential operational issues, financial distress, disputes and dispute-avoidance, and termination. We take long-term, commercial approaches in providing legal advice and find solutions that secure long-term results.

Given the impending wave of projects which are likely to be handed back soon, the UK Projects team has been proactively preparing to support clients by, amongst other things, carrying out an industry-wide consultation prior to publishing its handback recommendations (the Project Autumn report), what became the catalyst to the White Fraiser report and the formation of the Association of Infrastructure Investors in PPPs.

Our track record – advising:

- The **Department for Transport** on the multi-billion-pound Heathrow Expansion programme in relation to the new runway at Heathrow and associated cargo, terminal, rail and road surface access schemes.
- **National Highways** on the GBP7bn Lower Thames Crossing project, the most ambitious road scheme project in the UK since the M25. The tunnel beneath the River Thames will be the largest road tunnel in the UK, with a cost of circa GBP2bn.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, on its GBP1.6bn Fleet Solid Support Ships procurement of three new maritime vessels, including the procurement and evaluation process, large and complex maritime contracts.
- **Birmingham City Council** on the GBP2.7bn Birmingham Highways PFI Project.
- The **Department for Transport** on various operational

aspects on each of the M25 and M6 projects (ongoing advice).

- The **Department for Transport** on the GBP1.4bn Thameslink Rolling Stock Project.
- **UK Infrastructure Bank** on its first private-sector transaction, providing financing to the initial seed assets of NextEnergy Capital's subsidy free solar fund – comprising two major subsidy-free solar farms in the UK.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, on its procurement of various infrastructure requirements forming part of circa GBP470m development programme at RAF Lossiemouth.
- **Sellafield** on procuring works, goods and services over more than 100 procurements in the last 3 years. We regularly advise on the development of procurement strategies, the drafting of procurement documents and the production and negotiation of commercial contracts.
- **Seven local authorities** (comprising Hartlepool Borough Council, Darlington Borough Council, Middlesbrough Borough Council, Redcar & Cleveland Borough Council, Stockton-on-Tees Borough Council, Newcastle City Council and Durham County Council) in relation to their joint procurement for the design, build, operation and financing of an energy from waste facility in the Tees Valley.
- **Welsh Ministers** on the development of the MIM model, and successfully delivering the three pathfinder projects (schools, roads, cancer centre).



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Public Inquiries: Support to Participants and Inquests

DLA Piper has a Public Inquiries team with significant experience of advising on major public inquiries and inquests in a range of settings.

The team is made up of public inquiries and inquest lawyers with a breadth and depth of experience in a range of key related areas including health and safety, public procurement, health and social care regulatory, product liability, data protection and COVID-19 related advice and litigation.

Our track record – advising:

- The **FCDO** in respect of its response to the UK Covid-19 Inquiry. This significant and high-profile mandate (which will last for several years) will involve DLA Piper assisting the FCDO with all aspects of its response to the Inquiry including in providing strategic advice, preparing witness evidence, and disclosure.
- **British Business Bank plc** to provide legal support in connection with its participation in the Covid-19 Public Inquiry, which will examine the economic response to the pandemic and its impact, including governmental interventions such as loans schemes administered by BBB. DLA Piper is supporting BBB to engage with the Inquiry, developing its strategy and plan for participation in the Inquiry, and assisting with its collection and review of evidence for the purpose of disclosure to the Inquiry and the production of witness evidence.

- **NHS England** (NHS Digital as-was) in the Covid-19 Public Inquiry. We assisted in the preparation of the Corporate Statement required by the Inquiry Legal Team, managed disclosure and otherwise liaised with the Inquiry Legal Team. The scale of the mandate was significant given NHSE's pivotal role in assisting with the UK Government's response to COVID-19.
- One of the core participants in the **Grenfell Tower Inquiry**, the largest Public Inquiry constituted in England and Wales. It concerns the death of 72 people in the Grenfell Tower fire incident. We represented our client throughout the Inquiry's hearing and have recently been dealing with issues relating to the revision and issue of the Inquiry's Phase 2 report.
- The arena operator in the **Manchester Arena Inquiry** into the terrorist attack in 2017. The focus of our client's involvement has been in relation to the security measures at the Arena and its medical first aid response in the aftermath of the attack. We have managed a large and wide-reaching document review exercise amounting to many thousands of documents. Detailed attention was also required to manage our client's disclosure to the Inquiry (and beyond) including specific consideration to the operationally sensitive nature of some of the information therein. This involved close collaboration with the Inquiry Legal Team and relevant government departments over several months. We have undertaken many hundreds of hours of witness interviews and carefully managed client, witness and stakeholder expectations throughout the livestreamed hearings.

- **Kent Fire and Rescue Service (KFRS)** on the inquest into a death resulting from a cell fire. This involved several Interested Persons including HMPPS. We managed a considerable disclosure exercise including forensic analysis of confidential policies with relevant government bodies relating to the response to fires where “persons reported” present a risk to the responders themselves. We conducted several detailed interviews of witnesses and worked with prominent counsel to undertake detailed analysis of KFRS's disclosure obligations. The jury's Record of Inquest made no comment in relation to KFRS's response to the fire and the Coroner did not make a Prevention of Future Deaths Report in relation to KFRS.

At a glance...

- Inhouse electronic data management experts with experience of managing inquests and inquiries with large volumes of documents and data.
- Track record of conducting detailed and challenging witness preparation and orientation.



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Public Law

We have in-depth experience of advising public and private sector clients on high-profile, complex and novel public law matters in connection with central government, NDPBs and the devolved administrations. Our expertise covers the full range of contentious and non-contentious public law advice, including advising on defensible decision-making (e.g. developing policy, consultation requirements, compliance with duties under the Human Rights Act 1998 and the Equality Act 2010), governance matters, parliamentary scrutiny and accountability, drafting legislation, and conduct of public law litigation (for both claimants and defendants).

Our track record – advising:

- **DESNZ** regarding the establishment of a new NDPB, **Great British Nuclear (GBN)**. Our advice and/or its conclusions and subsequent advice were included in a number of submissions and business cases variously prepared for the Prime Minister, (then-) BEIS Secretary of State, the Minister for the Cabinet Office, Permanent Secretaries and the Cabinet Office's Public Bodies Team, as well as the bid to the Parliamentary Business and Legislation Committee. GBN was officially launched through an existing but until-then dormant NDPB with a similar footprint in March 2023 in accordance with the original timetable, under interim framework agreements that we helped to prepare. We held the pen on the Instructions to the Office to the Parliamentary Counsel, in connection with which the Energy Act 2023 now sets out a clear statutory role for GBN which is now operational under that new status.
- A **NDPB sponsored by the Home Office** with statutory regulatory functions. We manage and have conduct of a large case load of appeals to the Upper Tribunal of barring decisions (around 400 to date).
- The **Independent Parliamentary Standards Authority**

(**IPSA**) on a broad range of matters. Much of our advice has been centred on guiding IPSA as to how it can use its statutory framework to achieve its regulatory goals. For example, we provided advice in relation to its work regulating MPs' pay and expenses.

- **NESO**, a subsidiary of National Grid plc, which will become a wholly owned Government NDPB with powers and functions conferred by the Energy Act 2023. We are advising NGESO on its transition from private to public sector body, including interpretation of relevant provisions of the Energy Act 2023, the Transfer Scheme, a Framework Agreement with DESNZ, the application of public law (including public procurement), equalities and human rights legislation.
- **The Sea Fish Industry Authority**, an NDPB sponsored by Defra and the devolved administrations, in connection with its policy reform programme and to assist with drafting a new statutory instrument relating to the statutory levy which funds it. We have provided public law advice on the scope of a reformed levy, including powers and consultation advice as well as drafting the statutory instrument.
- **Ofgem** in defending claims for compensation in respect of Ofgem's alleged infringement of Article 1, Protocol 1 rights.
- **Department of Health and Social Care, NHS Test and Trace** and the **UK Health Security Agency** on various litigation brought by the Good Law Project, a high-profile public interest campaigning group. This included providing advice in relation to the duty of candour, and support in respect of challenges concerning the so-called 'Moonshot' and the Deloitte LLP contract awards. This litigation was either unsuccessful and/or did not result in disruption to the delivery of the UK Government's efforts to tackle the COVID-19 pandemic.
- **NHS England** in defending a procurement challenge in

relation to a framework with a value of GBP300 million.

- **Birmingham City Council** in respect of its successful judicial review (worth approximately GBP600 million) against the Department for Transport, in relation to its decision to stop further PFI credits which were part of a 30-year project agreement to manage the highways network.
- **Halton Borough Council** as Claimant in judicial review proceedings brought against the Road User Charging Adjudicators in relation to the road user charging scheme in operation for the Mersey Gateway Bridge, the largest infrastructure project promoted by a public authority outside of London. This judicial review related to a complex area of law and was an unusual challenge aimed at clarifying the law of road user charging schemes, including on grounds of procedural impropriety, as well as testing some important principles of public law including delegation by public authorities and the fettering of discretion. The DLA Piper team guided the client on the strategy of this claim.

At a glance...

- Expert public law practice, strongly linked to Dispute Resolution and Litigation and Public International Law.
- Full range of expertise at all levels, including advising on defensible decision-making.
- Our practice consists of lawyers with extensive relevant experience and includes those with experience of working for Government departments and GLD.



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Public Law Litigation and Dispute Resolution

DLA Piper has a market-leading public law practice, advising both government bodies and private sector clients on contentious and advisory matters.

Our team brings a 360° perspective, having worked on policy development, legislative drafting, and defending decisions against legal challenge. Our UK contentious public law team works at the intersection of public and private sectors, advising on legal frameworks, defending public bodies in judicial review, and guiding corporates on compliance and challenges.

Our key capabilities include:

- Judicial review and appeals – acting for public authorities to defend decisions and for corporates challenging government actions.
- Public inquiries and investigations – advising on high-profile inquiries and regulatory reviews.
- Procurement and regulatory litigation – handling disputes over public contracts and compliance frameworks.
- Human Rights and equality law – representing clients in complex claims and statutory appeals.

Our track record – advising:

- **Ofgem** in defending claims for compensation in respect of Ofgem's alleged infringement of Article 1, Protocol 1 rights.
- **Department of Health and Social Care, NHS Test and Trace** and the **UK Health Security Agency** on various litigation brought by the Good Law Project, a high-profile public interest campaigning group. This included providing advice in relation to the duty of candour, and support in respect of challenges concerning the so-called 'Moonshot' and the Deloitte LLP contract awards. This litigation was either unsuccessful and/or did not result in disruption to the delivery of the UK Government's efforts to tackle the COVID-19 pandemic.
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Public Procurement Law

We work on some of the most innovative and complex public procurements in the UK.

Our non-contentious and contentious teams adopt a risk-based and holistic approach, dealing with procurement risk through its lifecycle from business case to award (including challenge) and regulatory advice associated with contract change.

We also advise on public procurement litigation, including working with GLD on the record and indirectly with very positive results.

We work closely with clients to develop policy and translate policies into workable and meaningful procurement outcomes, including reviewing and revising client documentation. Most recently this has included developing procurement templates, process and contracts for clients across the public sector to enable effective implementation of the new processes under the Procurement Act 2023.

Our track record – advising:

- **Ministry of Defence**, alongside MOD's in-house lawyers, in relation to the Armed Forces Recruiting Programme, a GBP1.8bn Cat A Programme, which will deliver a single common tri-service recruiting process for the Armed Forces.
- **FCDO** on the procurement, at speed, of the contracts that were required to deliver the G7 and COP26 Conferences. This involved the provision of practical procurement advice on the use of frameworks, developing procurement strategy, analysing and mitigating procurement risk and managing suppliers.
- The **Department of Health and Social Care** and **UKHSA** on a range of COVID-19 related matters including time sensitive, high-profile mandates, all vital to the UK's response. This has

included advising on the procurement of contact centre services for NHS Test and Trace; procurement advice on many contract extensions and direct awards; award/negotiation of call off agreements following further competition procedures, procuring SAAS services related to the deployment/development of the contact tracing system platform; negotiating consultancy arrangements underpinning the T&T response; contracts to support genetic sequencing, R&D agreements and variations and extensions related to antigen/antibody LFD test read image recognition technology; and advising on prospective public procurement challenges arising from DHSC/UKHSA competitions.

- A **non-departmental public body** with several expedited procurements in response to the COVID-19 pandemic, including providing strategic procurement advice in relation to applicable routes to market including G Cloud, Technology Services 2 and 3 and bespoke procedures and assessing and mitigating procurement challenge risk. As case law evolved in relation to the transparency obligations on contracting authorities, we provided further strategic advice on obligations to publish contract award notices and redacted copies of contracts.
- **National Highways** (Lower Thames Crossing) on all procurement aspects of this a GBP8.5bn investment in the UK's road network and one of the largest bored tunnel projects in Europe. We supported on the successful implementation of procurement strategy for the main works contracts (involving a mix of CD and CPN) which were all successfully awarded without challenge. We dealt with the emergence of government policy on social value, supplier payments, Carbon Reduction and supply chain, and managed the impact of delay in the project DCO. At each stage we provided compliance assurance to DfT.

- **HMRC Technology Sourcing Programme**: We continue to work with SOLS in relation to HMRC's procurement strategy relating to the expiry of the HMRC's prime contracts with its suppliers in June 2022 and the transition to a refreshed supply chain for the one of the largest technology estate in Europe. This involves advising on extensions, direct awards, use of frameworks, competition strategy and structure and mitigating procurement risk along the way.
- The **Department of Health and Social Care** and **GLD** in the successful defence of judicial review proceedings commenced by the Good Law Project relating to contracts for antibody tests let during the height of the COVID-19 pandemic. The dispute became very high profile, attracting significant media attention. We demonstrated our ability to work as a single team with GLD and DHSC to handle fast moving, resource intensive proceedings in an agile manner, and to achieve a very positive outcome.

At a glance...

- Deep procurement capability in the defence, infrastructure, technology, services, healthcare and nuclear energy sectors.
- Our approach is collaborative, usually working hand in hand with GLD colleagues.



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Real Estate and Real Estate Finance

DLA Piper's Real Estate team has considerable experience in advising government clients. With seven offices in the UK, including Scotland, we are also well placed to advise globally. We are an acknowledged centre of excellence, providing fully integrated property advice, ranging from non-contentious transactional real estate advice (sales, lettings, acquisitions, grant of easements/wayleaves), including development work, to contentious work, and advising on all aspects of formal lease renewals and lease terminations, such as the service of section 25 and section 26 notices and the exercise of break rights. We have specialist property tax lawyers and public procurement specialists who have advised on regulated public procurements via the different procedures.

In addition to our 'core' Real Estate practice, we also have a nationwide Real Estate Finance (REF) team, which deals with property-backed lending and security. Our REF team acts for property lenders including local authorities (such as GMCA), pension funds, insurers (such as Aviva), banks and credit funds, as well as (on the borrower side) developers, private equity investors and real estate investment funds.

Our track record – advising:

- **United Kingdom Research and Innovation (UKRI)** on the property aspects of the UK Geoenergy Observatories project, which aims to stimulate research on underground energy technologies.
- **UKRI** in respect of two research centres funded by UKRI becoming private companies. The National Oceanography Centre and the UK Centre for Ecology and Hydrology now operate as research facilities funded by UKRI.
- **Medical Research Council** on the decommissioning and subsequent sale of the former National Institute for Medical Research to Barratts. The site was being developed for residential housing and Andrew advised in respect of the overage arrangements which apply to the site.
- **Homes England, Network Rail, City of York Council** and

the **National Railway Museum** in connection with arrangements agreed with the Trustees of Leeman Road Millennium Green to facilitate the intended York Central development, which is the largest redevelopment/regeneration scheme in Europe.

- The **Maritime and Coastguard Agency** on its Scottish property portfolio which includes a number of industrial units and cabins, in many remote and coastal locations.
- A regulated **Authority** in the acquisition of a site in Scotland, critical for them to acquire to provide environmental mitigation in relation to another client site in the vicinity.
- **National Highways Limited** in response to protests by Insulate Britain which began in September 2021.
- **High Speed 2** on Phase 1 of the High speed rail route including the vesting approach in conjunction with strategic land registry team; the diversion of major infrastructure; the relocation of displaced businesses; the structure for leasehold arrangements with Birmingham City Council (landowner) for Curzon Street Railway Station including the risk associated with public sector funding and shared overage; acquiring sites for temporary possession to facilitate development; and temporary and permanent relocation of utility providers for Phase 1.
- **Department for Transport** on issues related to the redevelopment of Old Oak Common and wider public estate including: reporting on public sector land holding using AI assisted reporting tools; land pooling; identification of potential barriers to development and land coordination with stakeholders.
- **Department for Environment Food & Rural Affairs** on the Landscape Recovery Project including risk and options for securing public funds and ensuring delivery of outputs across different land ownership structures and potential use of conservation covenants.
- **Government Property Agency** across its portfolio.
- **Birmingham City Council** in connection with the GBP500m

Paradise Circus mix use regeneration project including: phased land assembly; use of CPO powers to clean title and complete land assembly; negotiation with developer with development obligations and requirement for enhanced public realm; use of prudential borrowing to pump prime large scale infrastructure works secured by a rates guarantee from the developer the first such use of quasi tax increment financing (TIF) in England. Structure was OJEU and state aid compliant and the TIF arrangement has all appropriate approvals.

- **Birmingham City Council** on the Eastside mixed use regeneration scheme. A partnership with Advantage West Midlands facilitated land assembly and saw public funds being used to drive economic regeneration and to mitigate viability issues by reducing likely S106 payments. The structure contained complex rolling overage arrangements and phased redevelopment kickstarted by the removal of a large elevated highway and tunnel to break the “concrete collar” and broaden the city core and create a new education and leisure quarter and a new City Park, the first for more than 40 years.
- The **Land Trust** a charity who acquires open space for public benefit including a listed fort; former collieries, flood defences and quarries.

At a glance...

- Large UK team, with expertise in England and Scotland.
- Full service real estate team with considerable bandwidth.
- Includes real estate finance and tax specialists.



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Restructuring / Insolvency

Our Restructuring Group is one of the largest in the world. We act for a diverse range of stakeholders, including debtors, lenders, shareholders, directors and investors. We have a strong track record advising government and other public sector bodies in the UK, as well as overseas. Our advice covers all matters relating to companies in underperforming and distressed situations, managing assignments from the mid-market to the largest and highest profile national and international restructurings and insolvencies, including investigation, enforcement, litigation and asset recovery, on a multi-jurisdictional basis.

We have provided strategic training on insolvency for a number of government departments. This has covered the key aspects of insolvency procedures and ensured robustness.

Our track record – advising:

- **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on the Fleet Solid Support naval ships procurement, including advising on the insolvency of Harland & Wolff (the contractor) and transition of the contract to a new contractor to ensure continuity of the build and of ship building capacity within the UK.
- **MOD** (as commercial contract manager), alongside MOD's in-house lawyers, on the M55 project, assessing risks from Harland & Wolff's insolvency following its sale of HMS Quorn's hull to Lithuania. Guidance focused on potential project impacts and options for both UK and Lithuania MODs amid financial uncertainty.
- **DHSC, UKGI** and the **CQC** on contingency planning for a potential failure of one of the largest adult social care providers in the UK (USD6bn debt). Our DLA Piper UK offices worked with offshore relationship firms – ensuring that advice was cohesive and joined-up – to ensure any risk to continuity of care for vulnerable adults was mitigated.

- **CQC** on the restructuring plan of Lifeways. This was the first restructuring plan to be put forward by a regulated entity within the adult social care sector.
- On multiple reviews for government departments and NDPBs of supply contracts and/or financial structures of suppliers, including taking security. These are undertaken to ensure financial stability, continuity of supply in the event of default and preserving the financial and commercial interests of government.
- The **Official Receiver and Special Managers (EY)** of UKCloud, a data hosting company providing cloud based services under the G-Cloud framework to multiple HMG departments and NDPBs, including ensuring continuity of service to provide a managed transition of data.
- The **Joint Administrators of NMC Health plc**. Possibly the largest global COVID-19 failure, the former FTSE100 company NMC had, prior to a USD5bn fraud, been the largest private healthcare operator in the Middle East, as well as having undertakings in multiple jurisdictions. Our headline role on the matter as lead legal advisers to Alvarez & Marsal has involved a multi-disciplinary and multi-jurisdictional team of over 120 lawyers advising on debt mapping, corporate and debt restructuring, distressed asset sales, data protection, investigations, litigation and employment issues.

At a glance...

- A large and dedicated UK-wide and global team.
- Over 50 dedicated specialist lawyers across our UK offices, including 12 partners and 7 legal directors
- Proven track record of dealing with very large, high profile and complex restructurings.
- Strategic advice maximises recoveries and minimises risk.
- Geographic spread (national and international) means that focused local advice can be given where needed

Case Study – Bristows

We advised the UK and other non-US subsidiaries of Bristow Group, the world's leading industrial provider of helicopter transportation and search and rescue services, across multiple jurisdictions on the restructuring of the US listed parent company and the group.

The key focus of the project was the group's billion-pound contract as the sole provider of Search and Rescue (SAR) helicopter services across the UK. The strategy for the restructuring of the group was driven by a commitment to ensure continuity of SAR to avoid significant detriment to UK citizens. For that reason, we were responsible for ensuring stakeholders including the Department for Transport, Civil Aviation Authority and Maritime and Coastguard Agency were involved in the process and their concerns dealt with.

Our advice allowed the successful completion of a high value/complex transaction (including the restructuring of debt in excess of USD1.6bn) in the context of a project of exceptional innovation and complexity, with multiple public sector stakeholders. Transaction delivery was particularly complex given the number of jurisdictions and group companies, competing stakeholders and the mission-critical need to maintain SAR services during the restructuring. We advised on strategic planning on the use of different insolvency tools, the implementation of a US Chapter 11 restructuring, the preservation and solvency protection of the UK an international subsidiaries and their contracts during the restructuring.



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Tax Law

The DLA Piper Tax group has significant bench strength with over 300 tax lawyers and economists globally.

Our UK Tax group advises on a wide range of tax issues, including in relation to inward and outward investment, structuring for corporate and real estate acquisitions and disposals in the public and private sector, projects, outsourcing, employee compensation packages and employee benefit trusts.

The group's expertise covers all aspects of the Panel requirements, including considerable experience of advising on direct and indirect taxation and VAT.

Our track record

Corporate tax

We offer a full range of Corporate Tax advisory services, including structuring of business operations, mergers, acquisitions and reorganisations, group financing structures, IP development and exploitation strategies and the design and implementation of domestic and cross-border tax solutions.

We have advised on the tax aspects of several public sector projects, including:

- Advising on joint ventures entered into by the **Cabinet Office**.
- Advising a **government department** on tax aspects of an acquisition of a technology supplier.
- Advising a **consortium** in connection with the construction of a new nuclear plant.

Real estate tax

The structuring of property acquisitions, investment and

development is heavily influenced by tax considerations.

We have significant experience in relation to the direct and indirect tax aspects of all types of real estate and real estate-related transactions. Advising:

- A **local government body** in connection with the extension of its local tram network.
- A **local authority** in relation to a substantial city redevelopment.
- A **group of local authorities** in relation to a VAT tribunal case dealing with the VAT treatment of sports and leisure facilities.

Vat and indirect tax

We advise on all VAT issues, including in relation to IP, real estate, financial services, cross-border goods and services, health and education and electronic services. For example:

- VAT issues arising for a **facility provider** in connection with the termination of a private finance initiative project.
- Historic VAT compliance issues for an **insolvent development company**.
- Potential structuring for student accommodation and related facilities at a **major UK university**.

Employment-related tax issues and Equity Incentives

We offer a wide range of employment related tax advisory services, including advising on tax issues relating to remuneration packages and termination payments, status disputes, supply chains and the use of employment intermediaries and global mobility, providing cost-efficient value-

added advice and solutions. Examples of our work in the public sector include advising:

- **NHS Digital** on all aspects of the IR35 off-payroll regime in respect of their arrangements with contractors and agencies;
- The **Independent Parliamentary Standards Authority** on tax issues relating to winding-up and loss of office payment and international travel expenses;
- The **Department for Work and Pensions** on labour supply chain issues, including tax risks and issues relating to the use of umbrella companies.

Tax disputes

We have extensive experience advising on tax disputes involving corporate taxes, transfer taxes, employment taxes, transfer pricing, indirect taxes, operational tax compliance and international tax transparency initiatives.

At a glance...

- Deep experience of all aspects of the Panel requirement.
- Experience advising both Government and the private sector.
- Large global team.



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Optional Specialisms



Aviation and Airports

Our aviation and aerospace team works on all aviation and aerospace matters domestically and seamlessly across borders. We advise on public policy, public law, regulatory, litigation and restructuring and ESG matters as well as M&A/transactional, amongst others. Aviation and aerospace is a sector where change is constant and new and often bespoke or complex issues regularly arise – frequently on an urgent basis.

As aviation specialists we are experienced delivering business as usual requirements through to the most critical and unusual matters. No matter the challenges and your objective, the chances are that we've seen it before and delivered a solution.

The aviation industry has been grappling with a rapidly evolving business climate since the beginning of the 21st century. Driven by transformations in the global economy, patterns of travel and transport are shifting across the world, generating a rapidly growing aviation industry.

We represent regulators, governments, airlines, airports, distribution companies, manufacturers, investors, service providers – the entire aerospace service spectrum for their legal requirements.

In addition to providing transactional and litigation support, we act on behalf of clients in regulatory, legislative, labour and litigation matters before relevant regulatory bodies and other institutions.

We also have extensive experience representing aviation clients in litigation and international arbitration, including commercial disputes, product liability, tort and personal injury claims, as well as labour issues.

Our track record – advising:

- On the Heathrow Expansion for the **Department for Transport** (DfT). We have been advising the DfT on the project since 2015, including advising on 12 judicial review challenges, all of which were decided in favour of the DfT. We advised the Department on drafting and content of the Airports National Policy Statement (ANPS) and its underlying evidence base including strategic environmental assessment and habitats regulation assessment.
- The **Government and regulators** in respect of the insolvency of airlines from a regulatory perspective and supported the Airline Insolvency Review as their specialist aviation counsel. This considered the way in which airline slots are dealt with when airlines become distressed and what new legal instruments might look like.
- **British Airways** in connection with a major re-organisation of its operations at Gatwick Airport, including their entire leasehold portfolio.
- A **central Government department** on the procurement of a runway and associated infrastructure. This involved initial advice on the contract for the replacement of the runway and associated works. Working as part of the team we ensured key issues and risks were identified, with appropriate steps taken to mitigate risk and ensure best value for money. In addition, we supported the project team to ensure the ITT was robust from a procurement perspective. Our support and advice on this procurement anticipated the market response and resulted in realistic and strong bids for the department.
- In respect of the failure of **Monarch Airlines** and **Thomas Cook Airlines**. Our role involved litigating against the administrators, the UK regulators, airlines, and aircraft

lessors in relation to the detention by Manchester Airport Group of fleets of aircraft owned by multiple counter-parties, successfully recovering airport landing charges and related debts.

- **British Airways** on global property requirements and acting on numerous transactions at Heathrow and the re-organisation of their entire property holding at Gatwick Airport. We also advise BA in respect of all on-and off-airport properties for the airline globally, providing comprehensive advice on transactional, property litigation and construction matters.
- The **Maritime and Coastguard Agency** on its contracts relating to aerial pollution spray services. This has included purchase of specialist equipment, advice on transfer of type licences, contracts for outsourcing of aviation services and related regulatory and contract advice. Our specialist aviation team provided advice on regulated aviation matters.

At a glance...

- A market-leader in the aviation sector.
- Particular strengths in advising on litigation, real estate (including planning), financing, major projects and procurement.
- Known for our ability to handle the largest challenges, scaling up to provide both expertise and bench strength in a crisis.
- Advise both Government and private sector clients so can tailor advice accordingly.



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Education Law

DLA Piper is active across the education sector. We combine one of the strongest public sector practices with extensive private sector experience to deliver advice on all types of reorganisation, the construction of new facilities and commercial arrangements to schools, academies and higher education institutions, particularly assisting HEIs to maximise new income streams through work with the private sector both nationally and internationally, leveraging our international office platform. Additionally, we specialise in advising education regulators.

Our track record – advising:

- Potential claimants (children with disabilities) in pre-action correspondence with local authorities in relation to the breach of various requirements to provide Education, Health and Care Plans. These potential claims have been on the basis of breach of statutory duty, and violations of the Human Rights Act 1998 and Equality Act 2010. No case has proceeded to claim issue, as we have been successful in resolving the dispute in favour of our client in every instance.
- **QCA** as it changed to QCDA and the new regulator Ofqual was born. We helped with the establishment of the new Diploma qualification, as well as advising on exam paper logistics contracts. We also advised Ofsted on matters ranging from schools inspections arrangements to outsourcings.
- **Ofsted** on the original outsourcing procurement of the inspectorate staff. Since then, we have acted for them on numerous matters, including the termination and insourcing of both schools and early years inspection. This included a combination of commercial, employment, tax and pensions advice. We also assisted with the creation of a new inspector role, ensuring that this is consistent with the Education Act requirements.
- **Education bodies** in disposing of their surplus land to

achieve best value for reinvestment and improvement of their retained estate. We have specialist knowledge in relation to the disposal of sites for residential or similar development and can advise as to ways to maximise sale receipts. We are familiar with the statutory rules applying to the disposal of land designated as playing fields. This extends to securing clawback and overage on future development in order to enhance the sale price without risk to the seller.

- **The University of Sheffield** on the development of several Advanced Manufacturing Research Centre (AMRC) sites. The advanced manufacturing and research centre at Broughton, close to the English/Welsh border, is built and occupied. DLA Piper was involved in preparing, negotiating and completing the letting documents (agreements, leases and licences) between the Welsh Government (as owner of the site) and Airbus as the University's tenant. AMRC Samlesbury involves Lancashire County Council and BAE and DLA Piper has again been involved in the letting documents and various construction aspects of the transaction.
- **United Kingdom Research and Innovation** in respect of the grant of leases relating to the National Oceanography Centre including the grant of a lease to the University of Southampton.
- **West Nottinghamshire College (WNC)** on their new partnership with Nottingham Trent University (NTU), which will see the university's higher education provision delivered from the college's main campus in Mansfield. The transaction involved the production of agreements to deal with the transfer of certain course delivery from WNC to NTU, the transfer of staff, the provision by WNC of a lease of premises at the WNC site and the documenting of the collaboration principles on which the two education providers will work together.

- The **University of Sheffield** on their EU regulated procurement of a framework of professionals to support construction projects. We advised on the type of framework agreement to propose to bidders, drafted the agreement and standard form call off agreement as well as reviewing the request for tender documents. We are lead advisers to the University on conveyancing and leasing matters and have advised on several transactions over the last year.
- On key components of the prison education reform contract set for the **Ministry of Justice**. This second-generation multi-lot procurement of education and training services for prisoners in England involves the creation (under the "light touch" regime) of a framework contract and related dynamic purchasing system. The procurement supports governor empowerment and is intended to offer a flexible and effective route to market for education services.
- **Laureate Education Inc.** in relation to their commercial arrangements with University of Liverpool (relating to the provision of online learning).

At a glance...

- We advise upon all types of commercial transactions and the development of land held by education bodies.
- Strong student accommodation credentials.
- Active in advising education regulators, the QCA, Ofqual and Ofsted.



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Energy and Natural Resources

DLA Piper's Energy and Natural Resources team includes professionals in the detailed, multi-layered and often complex frameworks that apply to projects in the sector. Our unique selling point that differentiates us from the competition: we advise clients across the entire value chain, over a project's full life cycle; and across the globe. We advise on planning and consenting onwards to construction, operation, investments, financing, offtake, repowering and disputes. We consider our firm to be one of the leading ESG legal practices in the market and our energy transition team is fully aligned to this critical context.

Our track record – advising:

- **DESNZ** on legislative mapping for the EU relations reset, conducting comprehensive reviews of UK and EU emissions trading scheme and electricity network legislation to aid the negotiations in alignment with EU standards.

Corporate power purchase agreements (cPPAs)

- On all models of cPPAs, whether virtual, physical, hybrid or direct wire. We have been at the forefront of the GB and European market for structuring and negotiating cPPAs, since working on **Google's** first cPPA (outside of the US) in 2012.
- **City of London** on the UK's largest public sector tender to date, set to save the City Corporation approximately GBP3million in energy costs over its lifetime.
- **Luminous Energy** on a 10-year virtual corporate power purchase agreement with Bristol Airport.
- **Canary Wharf Group** as offtaker on a physical corporate power purchase agreement with Brookfield. The deal will meet over 70% of Canary Wharf Group's electricity demand.

Renewables and cPPAs

- **NatWest** in connection with NTR's EUR370million portfolio refinance of an operational portfolio of 12 onshore wind projects totalling 220 MW across the UK and Ireland.

- **National Grid** in the promotion of the Shetland HVDC Interconnector cable including advising on onshore and offshore consenting requirements.
- **Yorkshire Water** on its solar portfolio project to install solar capacity across 100 sites in the Yorkshire Water Estate.
- **University of Surrey** on their procurement of an on-site renewable energy solution.
- **HSBC** in respect of the project financing of a FiT accredited rooftop solar portfolio in Scotland.

Hydrogen CCUS and Carbon markets

- **National Grid Ventures** on its joint venture with BP, Shell, Equinor and Total on the Humber and Teeside Carbon Capture Use and Storage Project. The Teeside and Humber cluster is one of the first carbon capture and storage projects to be developed in the UK.
- **ITM Power** on the establishment of a JV with Linde Group to supply of green hydrogen for large-scale industrial projects.
- **Funders** in the proposed development of a hydrogen plant at an existing 27MW windfarm.

Nuclear

- On the DNWP framework procurement for **Sellafield Ltd.**
- On the GDF (geological disposal facility) for **Nuclear Waste Services Limited.**
- A leading **private equity consortium** on its bid to acquire an equity interest from HMG in the Sizewell C nuclear power project, with a total value of GBP30bn+.
- Establishing **Great British Nuclear**. Our public law, company law, commercial, subsidy control, tax, finance, planning, employment and pensions teams advised on setting up this programme delivery vehicle to facilitate this multibillion-pound investment in nuclear energy production projects.

- **NuGen** (the developer of the proposed Moorside scheme in Cumbria) in connection with key decommissioning issues.

Energy-as-a-service

- An **energy-as-a-service platform provider** on an Ofgem investigation on supply license breaches with regard to its domestic supplier subsidiary. Besides advising on the concrete breaches and the consequences, we have been working with the client to develop an engagement strategy with Ofgem and proposed steps to ensure compliance with the supply license obligations and effective changes to internal governance and compliance regimes.
- **Vital Energi** in relation to numerous decarbonisation projects, including new green technologies, reducing CO2 and increasing energy efficiency to public sector buildings and industrials.

At a glance...

- Number one law firm advising on more energy transition deals and projects globally than any other (inspiratia 2021-2023)
- Number one law firm advising on more corporate power purchase agreements in GB and Europe than any other (inspiratia 2021-2023)
- Appointed by the UK Government as the Provider of Legal Services for COP26.



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Financial Services, Market and Competition Regulation

We provide legal advice and support to some of the world's largest financial services companies and institutions. In today's uncertain economic climate, companies require legal strategies that address regulatory and enforcement risks and compliance costs. Our Financial Services Regulation, Enforcement and Litigation group is a multi-disciplinary global team that meets the legal and compliance needs of our clients, including banks, lenders, FinTechs, digital payment companies, consumer reporting agencies, loan servicers, and other financial services providers. We also assist and defend clients in high-stakes enforcement actions and class action litigation.

Our UK and EU Competition team advises public sector clients on all aspects of competition law issues, including anti-competitive agreements, abuse of dominance, merger control, information exchanges, investigations and litigation, as well as national security/FDI filings and state subsidies.

Our global network of specialist Regulatory practitioners is well-positioned to handle the most complex and high-profile matters, whether on a national or cross-border basis. We work closely with our Government Relations and Global Trade teams, which provides us with a unique perspective on the workings of governments and policy makers. We also have experience in helping organizations with strategic responses to Government proposals, such as advice on lobbying strategy and prospects for challenging proposals. This gives us the additional depth and breadth of experience necessary to handle any potential issue that may arise in the government regulatory arena.

Our track record – advising:

- Multiple industry bodies including **UK Finance**, **FCA**, **FLA**, **ISDA**, **FIA** and **CityUK** in reviewing, assessing, and advising on new Financial Services regulation.
- **UK Finance** on its responses to the Financial Conduct Authority (FCA) consultation papers on the new consumer

duty, involving stakeholder/workshop calls with UK Finance members, reviewing stakeholder views on policy and drafting of the proposals, and drafting response to the FCA's first consultation paper.

- **FCA** on a large authorisation project, working with and assisting FCA's Authorisations Department and dealing with the outsourcing of change in control cases. Our work included: reviewing approximately 600 change in control applications for the regulator over a six-month timeframe; delivery of training on FCA change in control processes and systems to a specialist review team; conducting quality assurance processes on reviewed applications; preparation of procedural and instructional material for the review team; and ongoing discussions with the FCA with respect to training, timing requirements and clarification questions.
- On major EU cross-border financial services legislation and approaches driven by global financial services bodies, such as the **Financial Stability Board**, the **Bank of International Settlements**, **IOSCO** and the **IAIS**.
- The **London Stock Exchange** group to provide regulatory advice in the UK and across the non-US jurisdictions in relation to the London Stock Exchange Group's USD325 million acquisition of the Tora Group.
- A **European bank** in relation to money laundering allegations and the bank's overall AML policies/procedures and dealing with the European Central Bank (ECB) on such matters.
- On the impact of all UK and Irish payment schemes, including card schemes, on the ring-fencing plans of a **major UK bank** and advising on how to implement them in such a way as to conform with market regulation.
- On cross-sectoral data, payments and consumer regulation, including an **international payments firm's** controls for customer on-/off-boarding.
- An **international banking institution** on applicability of

regulatory requirements in the UK CRR, and CRR and BRRD-related rules in the PRA Rulebook, assisting with navigating the various amendments and proposed amendments to the UK CRR and related technical standards as part of the Smarter Regulatory Framework, and the UK implementation of Basel 3.1.

- The **Competition Markets Authority (CMA)** on the first draft working paper on information exchange, intended to feed into CMA's replacement of EU horizontal guidelines, and the legal review of ex-post evaluation of previous CMA vertical merger decisions undertaken by external economists.
- A **central government department** on the application of the Subsidy Control Act 2022 to the largest UK inward investment currently under consideration by central government.
- The **Greater Manchester Combined Authority** on a challenge before the Competition Appeal Tribunal to a subsidy alleged to have been granted by the Authority.
- Advising **British Steel** on subsidy control issues arising from assistance it is seeking from HM Government relating to proposed investments for environmental reasons.

At a glance...

- Decades of experience providing day-to-day advice to financial services clients – covering the entire range of regulatory, risk management and compliance statutes and regulations around the world.
- We have a significant presence in London, the EU, Brussels and throughout the firm's global network.



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Fintech/Cryptoassets

Technology is redefining the financial services sector and the way organisations interact with their customers. New entrants complement traditional players with new and sometimes disruptive technologies challenging legacy systems and technology with the development of more technologically advanced products and delivery infrastructure. This will be at the core of future growth in the UK and international markets.

DLA Piper advises on all aspects of the FinTech/Cryptoassets sector. Our clients include banks, financial institutions, venture capital funds, banks/financial institutions looking to invest in venture capital, new technology or innovative strategies, and start-up and emerging growth companies. We also advise established players on harnessing and leveraging technological innovation, protecting and enhancing their technology and trade secrets and establishing efficient compliance with applicable law and regulation. This extensive experience across the world and with a full range of private sector clients allows us to provide Government with cutting edge advice from this developing sector.

We provide the full scope of local and global business legal services to our clients, from their everyday legal concerns to their most complex legal issues. Frequently this involves advising on their financing, corporate, data and technology issues, IP, exit strategies and application of regulation that can change or even drive client business plans.

Our track record – advising:

- **Businesses in the FCA regulatory sandbox** (including):
 - A rules-based methodology to digitally manage regulatory compliance;
 - A project led by ING Bank in collaboration with ABN AMRO, BNP Paribas Securities Services, Invesco, State Street, UBS and others, to provide institutional

grade digital asset safekeeping and transaction services, with a focus on regulated security tokens; and

- At the request of the FCA, mentoring digital start ups in the first two cohorts of the Digital Sandbox (including ESG focused technology initiatives).
- **Dubai Virtual Assets Regulatory Authority (VARA)** as its exclusive global legal advisor on the creation of the Emirates virtual asset specific regulatory framework. This included a global team from UK, Dubai, Hong Kong and Washington leveraging their regulatory expertise on virtual assets and financial services. We also advised VARA on the design of a virtual assets regulatory sandbox.
- **Abu Dhabi Global Market (ADGM)** on regulatory matters relating to its DLT Foundations Framework, including identifying and interpreting regulatory perimeter issues in its legislative framework and rapidly evolving market and interactions with broader digital law.
- **Archax** on the establishment of the first FCA authorised institutional grade exchange for trading digital securities and cryptoassets and Montis Digital, its subsidiary business developing clearing and settlement for digital assets.
- **BTCKorea**, a major cryptocurrency exchange in South Korea on selecting one or more jurisdictions among Singapore, Hong Kong or Japan to launch new bitcoin (and altcoin) exchange(s).
- **Galaxy Digital** on a strategic alliance with DWS Group. The alliance will aim to develop a comprehensive suite of exchange-traded products (ETPs) on certain digital assets in Europe, and subsequently explore other digital asset solutions.
- **London Stock Exchange Group** on structuring its negotiation and finalisation of a long-term strategic partnership with Microsoft to provide the basis for a major

cloud transformational and digital/innovation focussed partnership.

- **DOC.AI** on this blockchain-enabled natural language processing platform for quantified biology on all legal aspects of its Simple Agreement for Future Tokens (SAFT) offering under Rule 506(c) of Regulation D for future digital tokens.
- **TOKO** we have developed an in-house tokenisation capability enabling us to understand and work with a wide variety of businesses and institutions on the development of tokenised compliant product offerings.
- A leading **e-commerce business** on launching the ability for e-commerce purchasers to “pay with crypto”.
- A **crypto currency exchange** in the trace and recovery of GBP2 million from a crypto wallet.

At a glance...

- Extensive global experience advising Governments, regulators, banks, private equity/venture capital funds, asset managers, broker-dealers, insurers, trading platforms and exchanges, and distributed-ledger technology platforms.
- We advise major players across the financial services, telecoms and technology industries including payment providers, FinTech platform operators, new model finance providers and other FinTech players leveraging disruptive technology or business models.



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Food, Rural and Environmental Affairs

DLA Piper's Food, Health, Safety and Environment practice is a specialist team with a deep focus on all aspects of regulatory law. We offer innovative and practical solutions to complex problems that arise from the laws and policies governing environmental protection, (including flooding, waste and recycling, food and animal welfare), energy, natural resources, health and safety and product safety, with a particular emphasis on food safety.

We provide an integrated team that works on contentious and non-contentious matters, through the combination of numerous highly regarded specialist lawyers, a reputation for first class advice and a portfolio of major national and international clients.

We advise on:

- Compliance with SHE laws and on the implications of forthcoming legislation; reviewing and drafting compliance documentation for clients.
- Responding to regulatory investigations and defending against prosecutions by regulators.
- Product safety, food safety law and regulatory aspects of healthcare.
- Regulatory policy development and government relations: assisting clients to protect commercial interests through influencing new policies and regulations.
- Environmental permitting for waste management activities and other industrial activities that were covered by pollution prevention and control permits, water abstraction, discharge consents and anti-pollution works notices, management of contamination liabilities and remedial schemes.

Our track record – advising:

- **Defra** on the UK-wide Packaging Extended Producer Responsibility Scheme in respect of packaging waste for all four nations of the United Kingdom. We advised on all aspects of the Scheme, from policy development and reviewing draft legislation to arrangements between the four

nations and their regulators and advising on the establishment of the scheme administrator and the procurement of an outsourced financial services supplier.

- **Defra** on the Deposit Return Scheme for England and Northern Ireland, including the appointment of the Deposit Management Organisation (DMO) to operate the Scheme. Our advice included reviewing draft legislation, developing the application form and assessment process, reviewing aspects of the applicant's submission and preparing the conditions of appointment for the DMO.
- **Defra** on the its common use charges applied to all operators importing animal and plant-based products into the UK. We have advised on the basis for charging the common user charges and their collection.
- On a **highly confidential government project** in relation to the make safe and keep safe of the redundant Teesside integrated iron and steel works site. Our team was chosen from a national panel of lawyers as they were identified as having in-depth specialist knowledge to deal with the complex infrastructure required to manage the safety and environmental risks on site, liaise with key regulatory agencies and provide advice and guidance to the government-owned management company in relation to on-going compliance.
- A **global food manufacturing client** on the implementation of processes and procedures to ensure compliance with upcoming EU deforestation legislation. In addition to this, we advised on the approach taken by the UK government with respect of legislating to prevent deforestation, and where there may be opportunities for the client to implement systems which could cater for both EU and UK requirements.
- A **multinational FMCG** on the incoming UK Forest Risk Rules and advising on appropriate due diligence and risk management to ensure compliance.

- A **sports retailer** on single use plastics, including requirements in relation to carrier bags.
- The **Department for Energy Security and Net Zero**, producing a report to assist in furthering the Department's policy to promote green hydrogen production offshore. Our report reviewed the application of existing regulatory frameworks governing offshore oil, gas and electricity infrastructure, and their potential application to green hydrogen production, transportation and storage both in English, Scottish and Welsh territorial waters and in waters lying outside the 12-nautical mile limit, including the UK Continental Shelf and Exclusive Economic Zone. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology.
- An **electrical retailer** on submissions to the environmental regulator about when products they distribute and sell become waste and on the implications for their business of the regulator's position.

At a glance...

- Specialist lawyers, highly regarded for first class advice.
- We offer innovative solutions to a range of complex matters.
- Our practice covers the full spectrum of non-contentious and contentious matters.



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Franchise Law

We're widely recognised as a leading franchise practice and represent a wide range of clients, brands, domestic and international, emerging and established.

We've played a leading role in shaping franchising policy and law for over 50 years. We've previously served as General Counsel to the International Franchise Association, the world's largest franchise trade organisation, and have helped draft legislation and regulations that protect the interests of our clients and the franchising industry as a whole.

Our team has a long history of working on major public sector projects with particular expertise advising combined authorities and local government on critical projects in the transport and leisure sectors. We've also represented clients in franchise litigation and arbitration proceedings that have set legal precedents.

In the fast-evolving franchising industry, we provide insight and direction to help clients deal with existing and new regulations. And we advise them on how to take advantage of the newest trends to achieve near-term goals, while creating the foundation for the long-term success of a franchise system.

We can help with the full range of franchise legal issues including trademark, real estate, employment, corporate, technology licensing, supply chain, patent and privacy law.

Whatever our clients' goals, we'll provide the insight, direction, and practical solutions their franchise business needs.

Our track record – advising:

- **Department for Transport** on the M6 Toll Concession Contract.
- **Greater Manchester Combined Authority and Transport for Greater Manchester** on the implementation of bus franchising in Greater Manchester. This was the first bus franchising scheme to be made under the Transport Act 2000. We advised from before the introduction of the Bus Services Act 2017 which provided the powers, through delivery of the franchising scheme, management of legal challenge, implementation of a procurement and contracting strategy including drafting contracts and ancillary documentation, and successful management of the multi-contract procurement process.
- **West Yorkshire Combined Authority** on the development of their bus franchising scheme, the third such scheme to have been introduced, and the development of their procurement and contracting strategy, the first bus franchising arrangements to be procured under the Procurement Act 2023..
- **Liverpool City Region Combined Authority** on the development and implementation of their procurement and contracting strategy for bus franchising in Liverpool City Region, the second franchising scheme to proceed to implementation.
- **Transport for Wales** in respect of their role in the franchising of bus services across Wales
- **Urban Transport Group** on their engagement with government on bus franchising including guidance on implementation of bus franchising schemes, and legislative input in respect of the Bus Services Acts 2017 and 2025 and their franchising provisions.

- **Halton Borough Council** as Claimant in judicial review proceedings brought against the Road User Charging Adjudicators in relation to the road user charging scheme in operation for the Mersey Gateway Bridge, the largest infrastructure project promoted by a public authority outside of London.
- **Global hotel operators** on their hotel franchise arrangements across the globe.
- A **UK pub and hotel brand** on its potential to franchise its F&B concept internationally.
- **Household name food brands** on their UK and international franchise strategies and operations
- **Brand retailers** on their franchise arrangements across the globe.

At a glance...

- Sector leading advice on franchise arrangements and associated issues.
- Represent clients in franchise litigation and arbitration proceedings.



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Health and Safety

Our Safety, Health and Environment team conducts integrated contentious and non-contentious work, combining numerous highly regarded specialist lawyers, a reputation for first class advice and a portfolio of major national and international clients.

We are seen as trusted advisers on health and safety compliance, working with clients to help them manage risk, avoid the need for investigations and consequential prosecutions, and assist in defending companies following incidents, working closely with our colleagues in the contentious practice.

We advise on:

- Compliance with environmental, health and safety, food safety and product safety law and implications of forthcoming legislation.
- Reviewing and drafting compliance documentation for clients.
- Responding to regulatory investigations (including dawn raids); defending prosecutions by regulators; aiding our civil litigation and insurance colleagues.
- Regulatory policy development and government relations.
- Public affairs advice to protect clients' reputation in the media following an incident.
- Licensing advice, including advising on applications for premises licences under the Licensing Act 2003 and other licences pursuant to the Gambling Act 2005.

Our track record – advising:

- One of the core participants in the **Grenfell Tower Inquiry**, the largest Public Inquiry constituted in England and Wales. It concerns the death of 72 people in the Grenfell Tower fire incident. We represented our client throughout the Inquiry's hearing and have recently been dealing with issues relating to the revision and issue of the Inquiry's Phase 2 report.
- The arena operator in the **Manchester Arena Inquiry** into the terrorist attack in 2017. The focus of our client's involvement has been in relation to the security measures at the Arena and its medical first aid response in the aftermath of the attack. We have managed a large and wide-reaching document review exercise amounting to many thousands of documents. Detailed attention was also required to manage our client's disclosure to the Inquiry (and beyond) including specific consideration to the operationally sensitive nature of some of the information therein. This involved close collaboration with the Inquiry Legal Team and relevant government departments over several months. We have undertaken many hundreds of hours of witness interviews and carefully managed client, witness and stakeholder expectations throughout the livestreamed hearings.
- The **Department for Energy Security and Net Zero** on the health and safety regime applicable to offshore projects and infrastructure as part of a report into the regulatory framework for green hydrogen production. Green hydrogen production is the production of hydrogen by electrolysis of sea water. The energy for this is provided by electricity from wind turbines. The hydrogen thus produced can be transported, stored and used at a future date to generate electricity. The process is intended to provide an energy storage system for renewable

wind energy which is analogous to existing pump storage systems for hydro-electric electricity. The green hydrogen projects would therefore provide a mitigation of the critical problem that renewable wind energy is not available when the wind is not blowing. Our report reviewed the application of existing regulatory frameworks governing offshore oil, gas and electricity infrastructure, and their potential application to green hydrogen production, transportation and storage both in English, Scottish and Welsh territorial waters and in waters lying outside the 12-nautical mile limit, including the UK Continental Shelf and Exclusive Economic Zone. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology. The topics covered were extremely complex, but the report was very well received by the client Department.

- The **Ministry of Defence** on the health and safety management systems of a company manufacturing specialised semiconductors which the Department is interested in acquiring.

At a glance...

- Trusted advisers on health and safety compliance.
- Our team has a unique blend of advisory practitioners and defence lawyers, many of whom have been regulators.



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Health, Healthcare and Social Care

DLA Piper advises the **Department of Health and Social Care, UK Health Security Agency, NHS England, NHS Resolution, MHRA, CQC** and many **NHS Trusts** on business-as-usual contracts, disputes and transformational public/private transactions. The focus of our healthcare practice is on procurements, contracts, dispute resolution, data protection and sharing, medical devices, IR35 compliance and staff transfers.

Our track record – advising:

- **NHS England** and the **Department of Health and Social Care** on various transactions to procure and roll out cloud hosting and suites of Microsoft and AWS collaboration products and services (including Azure, Windows 10, cyber protection and Office 365) to over 1.7m users, taking a key role in the negotiation of commercial and data privacy terms, and creating the terms of licence participation for various Trusts and health organisations.
- **NHS England** to establish an innovative assurance, procurement and contracting model for the GP IT market, devising a new contract structure with a compliance regime at catalogue level, underscored by standards, framework agreements, call off agreements, data processing agreements, and model interface licences, all to ensure high quality and clinically safe products and services which connect and share data across boundaries, enable cloud solutions and patient self-service.
- **NHS Trusts** to help them navigate the complexities of conducting procurements for electronic patient record systems, including: **West Hertfordshire Teaching Hospitals NHS Trust, Royal Cornwall Hospitals NHS Trust, Barking, Having and Redbridge University Hospitals NHS Trust, Royal National Orthopaedic Hospital NHS Trust, Royal Devon University Healthcare NHS Trust** and **Liverpool University Hospitals NHS Foundation Trust**. Our role has

involved:

- advising on procurement law and the operation of the LPP CDS Framework and call-off procedure;
- defending procurement challenges and lifting automatic suspensions from award;
- advising NHS Trusts in relation to sharing the same EPR instance;
- reviewing and preparing the ITT and contract documentation for issue to bidders;
- negotiating contracts with successful EPR suppliers.
- **NHS England and London North West University Healthcare NHS Trust** in relation to various programmes including (i) the provision of a digital solution to reduce ambulance handover times between the London Ambulance Service and emergency departments in London; and (ii) the roll-out of a new digital check-in service in 5 NHS Trusts across London. Our role involved reviewing and providing assurance on the procurement processes undertaken, dealing with potential procurement challenges and supporting with the review and development of the relevant NHS and supplier contracts and variations with the suppliers, including advising on complex IP positions.
- **NHS England** on the development of its strategic partnership with Primary Care Support England in relation to support services for all primary care providers (GPs, Dentists, Ophthalmologists etc) under a single provider framework. This delivers centralised, modernised and improved services and cGBP40m pa savings for reinvestment in front-line healthcare.
- **NHS England** on the conformance, re-negotiation and transition from the “New National Network Agreement” with BT and on the procurement strategy for its successor Health and Social Care Network involving call off agreements under

various CCS frameworks, the creation of a dynamic purchasing system, the support of procurements of HSCN connectivity for all public bodies in Yorkshire and the Humber via a single supplier framework, and concluding and managing connectivity contracts with BT, Virgin Media Business, Redcentric, Kcom, Exponential-e, Capita, Cisco, Computacenter, DMW and ASE.

- **Velindre NHS Trust** on the procurement of the DBFM of the Cancer Centre in Cardiff. This includes the competitive dialogue stage of the project, up to Successful Participant and financial close and obtaining an injunction to restrain direct action by protesters who wish to prevent the building of the centre on land owned by the Trust. We successfully obtained an interim injunction against both named defendants and persons unknown, which prevents them from committing direct action on both the Trust’s and surrounding land which the Trust and their contractors need access to complete their works.

At a glance...

- Particular strengths in advising central NHS bodies on major ICT projects, involving TUPE, offshoring, sensitive data and IR35.
- Known for our ability to handle the largest challenges scaling up to provide both expertise and bench strength in a crisis such as the COVID-19 pandemic



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Insurance and Reinsurance

Comprising over 400 lawyers, our globally pre-eminent insurance team offers a comprehensive range of insurance services across Africa, the Americas, Asia Pacific, Europe and the Middle East.

Our clients include established multinational life and non-life (re)insurers, Lloyd's entities, intermediaries, market representative organizations, banks and other financial institutions, capital providers (including private equity, venture capital and hedge funds), start-ups, regulators and other industry participants.

We advise on all aspects of transactional, regulatory, claims and litigation matters, as well as other areas of commercial business. Our knowledge and experience of the industry, in both local markets and internationally, gives us a unique perspective on all aspects of insurance business. This means we can anticipate problems, and help clients whatever their business needs, challenges and opportunities.

We cover direct insurance and reinsurance claims (coverage and third-party defence) in the live and run-off markets and across all lines of business. We also handle commercial litigation, mergers, acquisitions, restructuring, insurance regulation and investment management. And we advise on sanctions and other compliance risks, corporate governance, sustainability, competition/antitrust, data privacy, cybersecurity, technology (including AI and insurtech), employment and pensions de-risking too.

These global capabilities mean you get swift access to the right knowledge, and benefit from our seamless cooperation across legal competencies and geographic borders. So we can help you overcome challenges unique to the jurisdictions you operate in and support you with strategic cross-border advice, wherever in the world you need it.

Our track record – advising:

- On COVID-19 insurance issues: The on-going global pandemic has given rise to very many complex and novel coverage issues under various different types of policy, particularly business interruption, A&H and travel, and contingency/event cancellation covers. DLA Piper has been at the forefront of working through these issues, advising very many of our insurer and reinsurer clients on their exposures, both in the UK and on an international basis.
- On insurance litigation: We represent a **market of London insurers** in complex coverage and commercial litigation in the UK, US and Brazil, arising from the high-profile crash of a commercial aircraft in Colombia in 2016. We successfully obtained interim anti-suit injunctions in the Commercial Court in London restraining a USD844 m class action in Florida.
- On reinsurance disputes/arbitration: We successfully represented a **major European reinsurer** in complex international (non-confidential) arbitration proceedings in Oslo arising from the Grenfell Tower disaster in London. The dispute concerned the allocation of loss between cedant and reinsurer arising from the destruction of the building as a result of the tragic fire in 2017.
- On Brexit: Our Insurance Regulatory team has advised a number of global and European insurance sector groups on Brexit contingency planning, restructurings and reorganisations, and on a broad range of regulatory issues that have arisen as a result of Brexit.
- On product development: Advised a **major European reinsurer** on the development of a bespoke performance guarantee insurance product wording covering specified geothermal power risks in East Africa. The product was a

critical element facilitating the insured's ability to secure financing for geothermal energy production projects.

- On non-contentious mandates: Advised **numerous clients (insurers, brokers)** on the design and implementation of GDPR compliance programmes in the UK, across Europe and further afield.

At a glance...

- We are a full-service insurance and reinsurance team, comprising some 400 lawyers globally.
- A highly respected full-service practice in the UK.
- Hugely experienced in all aspects of insurance reinsurance claims, disputes, wording, product development and regulatory issues, across all non-marine classes of business.
- Our industry knowledge, dispute-resolution abilities and regulatory insight mean we can make sense of every claim-related risk you might face.



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International Trade

DLA Piper's Trade and Government Affairs team is an international trade practice in the UK that is led out of London but has specialist practitioners throughout the country. This sets the practice apart from our competitors and allows us to offer a flexible, innovative and cost-effective service to Panel Customers.

Our team is made up of trade lawyers, regulatory sector specialists, political advisors in the UK, former officials in third country governments and international institutions. We provide both contentious and non-contentious international trade and WTO, investment, customs, sanctions and export control advice across our global platform. Our UK team works daily with our international network of trade specialists.

We understand that in this area you want exceptional legal advice that takes account of the broader policy, commercial and reputational context. We have the tools and acumen to anticipate, articulate and engage with wider clients and sectors.

DLA Piper is appointed to the RM6183 Trade Law Panel for Lot 2 and is a sub-contractor to Tereposky & DeRose LLP on Lot 1.

Our track record – advising:

- The **Department of International Trade (DIT)** to provide expert legal and political advice to equip its Trade Policy Group and Intellectual Property team with key analysis and tools for future trade negotiations with the US. We assembled a team of intellectual property, international trade and government affairs experts in London and Washington DC to successfully deliver the project and contribute to the UK Government's objective of negotiating a range of deep and comprehensive free trade agreements with its trading partners in the context of Brexit and the Global Britain agenda. We prepared practical negotiating briefs on the key offensive and defensive interests, areas for discussion and negotiation and potential sticking points. We presented our

analysis and recommendations in full to legal and policy leads from DIT and wider departments in an interactive workshop.

- Advising **UK non-departmental public body** on reforms to its national levy programme in the fisheries sector. In particular, advice on the extent to which the reform would breach GATT and EU-UK Trade and Cooperation Agreement (TCA) provisions prohibiting discriminatory treatment of imported like products, and the risks of a legal challenge being brought under domestic legislation, the TCA, and in the WTO; and the likelihood of such a challenge being successful (applying the UK Attorney-General's Guidance on Legal Risk).
- We supported a **MENA State** in the development of its Export Incentives Programme to support and encourage businesses to improve their competitiveness, enter and develop export markets and expand their global reach. Our international trade and WTO specialists, working in conjunction with local lawyers supported the design and implementation of schemes to ensure consistency with the State's obligations as a WTO member and under wider bilateral and multilateral trade agreements. We provided recommendations as to how the client could limit the risk of challenge from other WTO members.
- Supporting an **international automotive company** in negotiations of commercially complex, politically high-profile and high-value agreements with government and public authorities that included significant state incentives. We advised the client on ensuring that the design of the support package was compliant with the host jurisdiction's obligations as an WTO member.
- Supporting an **international FMCG group** in participating as an interested party in an EU anti-dumping investigation concerning the import of Indonesian fatty acids into the EU. We prepared detailed economic, financial and technical submissions for the Indonesian entity within the group, which

was an interested exporting producer of the relevant products. This involved engaging with the European Commission to support the client's case for an individual dumping margin – a specific decision from the Commission.

- Advising a **global agrichemicals business** on the compatibility of the EU's approach to reducing minimum residue levels (MRL) for a pesticide under Regulation (EC) No 396/2005 with the approach to risk assessment under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures. Advising on scope for challenge under EU and WTO law. Preparing a stakeholder map and engagement strategy for the client to lobby in the EU and WTO to prevent a reduction in the MRL.
- Providing advice to a **significant importer of steel** into the UK on the transition of the EU's tariff rate quotas (TRQs) on steel products into UK domestic legislation following the end of the Brexit transition period.

At a glance...

- Cross-disciplinary team made up of trade lawyers, regulatory and policy specialists.
- Provide both contentious and non-contentious international trade, WTO, investment, customs, sanctions and export control advice.
- Legal and policy expertise blended into client advice.
- Able to advise client on numerous jurisdictions with advice of consistent quality through one point of contact.



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Life Sciences

Our Life Sciences team comprises lawyers with legal, scientific and medical knowledge who understand the complexity of the environment in which our clients operate, including experience providing extensive advice to public sector clients in this space. Many of our lawyers have worked at life sciences companies and have PhD level degrees in hard sciences that allow them to combine scientific experience with sound legal judgement.

Our UK life sciences team has been shortlisted for life sciences awards, including the British Legal Awards and the LMG Life Sciences Awards in four of the past five years.

Our track record – advising:

• NHS England

- preparation for the COVID-19 UK Public Inquiry. To date this work has included: Core Participant status application; advice on a significant disclosure exercise; interviews of senior office holders; and responding to a detailed module 2 Rule 9 Request from the Public Inquiry.
- on all procurement, contractual and data privacy issues associated with the creation of the NHS Genomic Medicine Service, and NHS England's ongoing partnership with Genomics England.
- on the establishment of new contractual and commercial arrangements to sit under the Digital Buying Catalogue

- on its 100,000 Genome Project. Building on that to enable NHS England to deliver a Prime Ministerial commitment, we took sole responsibility for drafting all tender documentation and supported the procurement of over 20 Genomic Medicine Centres. The procurement played to our strengths: it was collaborative, fast-paced, innovative and high quality, laying the foundation for the UK's life science's strategy and Genomic Medicine Service.
- The **Department of Health and Social Care (DHSC)** on its high-profile national COVID-19 Track and Trace app, including the crucial privacy and data protection and IT aspects; and preparation of key documentation ahead of the App's national launch.
- A **Plc licensee** on its largest-ever global licence deal from Porton Down, the UK Government research establishment, to the marketing and distribution of a highly-valuable cancer therapy. The licence involved complicated issues of public law as well as contract law, since the licensee is a government body, as well as a measured approach to risk that sought to balance risk between the parties.
- On the design, build, finance and maintenance of a new **Cancer Centre** for the delivery of specialist cancer services. This was a pathfinder PPP healthcare project in the Welsh healthcare sector being procured under the Welsh Government's Mutual Investment Model programme (MIM). Having advised on the development of the MIM standard form documentation, the team has been instrumental in the

evolution of standard UK model terms to account for new guidance on statistical treatment. Our advice encompasses support on the development of the project agreement, procurement documents and related matters in readiness for project launch. Our role will then include support with the competitive dialogue stage, through to financial close.

- A **major pharmaceutical company** on the agreement for the supply of their COVID-19 Vaccine across UK and Europe. The headline contract was that with the European Commission, which was procuring Vaccine doses on behalf of the EU Member States. We negotiated three separate contracts with the EU, and over 50 separate Vaccine Order Forms with Member States. We have also subsequently assisted on the contract negotiations for the roll-out of their anti-viral product.

At a glance...

- Over 30 specialist life sciences lawyers in the UK.
- Coordinated team that operates across 40 jurisdictions.
- Advise clients in the pharmaceutical, vaccine, medical devices, bio-tech, health-tech, gene and cell therapies, healthcare and cannabis sectors.



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Maritime and Shipping

With the shifting landscape of globalisation and innovation, port and shipping operations have increased in complexity and scale. Our experienced team in the maritime and shipping sector represents the full range of stakeholders in the sector, including port owners and operators, port authorities, shipping groups, shipowners and charterers, shipbuilders, lenders and financial investors in bulk carriers, tankers, warships, support vessels, yachts, barges and other vessels, as well as ports and other maritime facilities.

We have extensive experience handling shipping-related disputes before courts and arbitration panels worldwide, such as disputes involving contamination, shortage and delay, charter party claims, shipbuilding and repair disputes and salvage and collision claims.

We advise on every aspect of the maritime industry, including:

- Vessel procurement design, manufacture and financing.
- Port concessions and projects, including financing, development and construction.
- M&A/Joint Ventures.
- Antitrust.
- Data Protection/GDPR.
- Environmental issues and social value.
- Transfers and registration.
- Charter parties.
- Offshore installations.
- Towage, pilotage and salvage.
- Marine regulatory advice, casualties and insurance.
- Maritime attachments, vessel arrests and liens.

Our track record – advising:

- The **Ministry of Defence**, alongside MOD's in-house lawyers, on its GBP1.6bn Fleet Solid Support Ships procurement of three new maritime vessels, including the procurement and evaluation process, large and complex maritime contracts.
- A **central Government department** on the procurement of the design and build of the National Flagship and drafting and negotiating the contracts in respect thereof.
- **Hutchinson Ports UK** in relation to the expansion of the Port of Felixstowe (the UK's largest port), for over ten years and in relation to the Bathside Bay Container Terminal, situated close by. We have advised on projects including redeveloping railway access facilities, negotiating long-term stevedoring and warehousing arrangements and developing a dedicated berthing facility for containerised traffic.
- **Defra** on its Framework Agreement for the provision of offshore vessel charters to support the Marine Management Organisation's (MMO) operations for the charter of Offshore Patrol Vessels to provide capability and collect intelligence on observed fishing activity post – Brexit, specifically as a deterrent to illegal fishing activity and the deployment of MMO inspection teams to board and inspect fishing vessels at sea. DLA Piper's role included the modification of standard form BIMCO Supplytime charter agreements as the base document on which providers would charter Offshore Patrol Vessels to Defra and an analysis of the liability issues and relevant insurance arrangements.
- The **Maritime and Coastguard Agency** on its Scottish

property portfolio which includes industrial units and cabins in many remote and coastal locations. We give advice, among other things, on acquisitions and lease renewals.

- The **Maritime and Coastguard Agency** on its contracts relating to aerial pollution spray services. This has included purchase of specialist equipment, advice on transfer of type licences, contracts for outsourcing of aviation services and related regulatory and contract advice. We have called upon our specialist aviation lawyers to advise on regulated aviation matters.
- The successful tenderer on its appointment as operator of a Transport Scotland subsidised ferry service between mainland Scotland and the Northern Isles of Orkney and Shetland.

At a glance...

- A market-leader in the maritime and shipping sector.
- Particular strengths in advising on major ship procurements and infrastructure (including planning) projects, as well as contract advice.
- Known for our ability to handle the largest challenges scaling up to provide both expertise and bench strength in a crisis.



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Media Law

Media, Sport and Entertainment (MSE) is a primary area of focus and investment for DLA Piper. Our team has regular experience in advising those involved in the media and entertainment industries – industries which demand the very best representation and expect superior client service. Our clients benefit from our international reach, from our deep industry knowledge and experience, and from our creative, solution-oriented and responsive approach.

DLA Piper is at the forefront of advising the media and entertainment industries on finance, investment and corporate issues, production and rights acquisition, the exploitation of media rights, the staging and exploitation of live sports and other events, intellectual property protection and enforcement, regulatory and administrative issues, antitrust and competition law and the resolution of disputes.

We advise international and national governing bodies and agencies, film studios and producers, distributors, broadcasters, promoters, advertisers, rights holders, leagues, clubs, franchise owners, event promoters, sponsors, investors, banks and other leading corporations and individuals.

Representative media clients include **ITV, The Walt Disney Company, Warner Bros. Discovery, Netflix, Sky, Al Jazeera, RTL, beIN SPORTS, Premier League, European Leagues, National Basketball Association (NBA), International Olympic Committee, AEG, Dentsu, Thomson Reuters, Axel Springer, Ringier, and The Financial Times.**

Our track record – advising:

- **Government Property Agency** division of the Cabinet Office on audiovisual content licensing within the public sector.
- The **Department for Culture, Media and Sport (DCMS)** on all aspects of the hosting of the Commonwealth Games in Birmingham in 2022. Government guarantees the

arrangements and so has a role in overseeing implementation and making sure things are proceeding in an orderly way. We have also advised DCMS on funding arrangements for the key locations used for the Games, intellectual property issues, and liability issues resulting from various issues including COVID-19.

- The **Cabinet Office** in relation to various arrangements for the United Nations Climate Change Conference ‘COP26’ held in Glasgow in November 2021. Google took sponsorship and had a role in amplifying the messaging of the event. We assisted on that deal to maximise its benefits for government. Later, we advised on arrangements for a film to be produced by the BBC and an advertising agency in relation to the event, helping ensure the film met governmental needs.
- **DCMS** on the impact of Brexit on the UK implementation of the E-Commerce Directive and the country-of-origin principle for the operation of information society services from the UK and provided across the EU, particularly in relation to advertising content.
- Several **government departments** on the hosting of major events including advising the Foreign, Commonwealth and Development Office on the G7 and COP26.
- Various international broadcasters and media companies such as **ESPN, Lionsgate, Warner Bros. Discovery, Scripps, Vice Media** and **beIN Sports** on the carriage/distribution of their channels and content, and on arrangements with various platform operators, including advice on their OTT and other direct to consumer strategies.
- **Digital 3&4** (a consortium consisting of ITV plc, STV Group plc and the Channel Four Television Corporation) on the complex and business critical end to end procurement process of baseband coding, multiplexing and distribution services, to facilitate the delivery of content from ITV, STV, Channel 4, S4C and Five to homes across the UK. We advised the Digital 3&4 board on all legal aspects of that

process and the final contract secured a significantly improved position on a number of key legal issues, by comparison with the existing contract Digital 3&4 had in place for the distribution services.

- **ITV** locally and internationally on all employment matters, IP / broadcasting rights issues, and leading negotiations on a number of commercial matters (notably drafting business-critical technology outsourcing agreements for ITV’s transmission and playout services).
- **Major advertisers** – undertaking significant amounts of successful high-profile work for major advertisers before the ASA and on broader advertising regulatory compliance.
- On Ofcom advertising and sponsorship regulations.
- Brands, broadcasters and publishers on the interface between data protection, privacy, defamation and other content liability risks.

At a glance...

- Advised on a number of government’s most strategic projects, including Olympic and Commonwealth Games and the 2021 United Nations Climate Change Conference.
- Advised on the hosting of major events.
- Collaborative, with a “can do” attitude.
- Quality and innovation in all we do.
- World class expertise delivered locally to Government using best practice methodology.



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Mergers and Acquisition Activity

Our market leading lawyers combines collective learning and experience to deliver next generation corporate legal advice. We are supported by our full-service philosophy to deals.

Over the last 15 years, DLA Piper has done more M&A deals than any other law firm in the UK (Mergermarket, 2024). By choosing us, you benefit from this number one position in M&A transactions as we help anticipate relevant challenges and support you dealing with them, plus ensuring deals are 'on market' and consistent with your objectives.

When working for you, we combine our expertise in M&A transactions and corporate law with our extensive public sector experience – it makes a real difference!

We are trusted advisors to Government, having acted on some of the most complex and innovative transactions undertaken in recent years, and so understand your key concerns and objectives.

Our track record – advising:

- Representing a **consortium of infrastructure funds** on the proposed acquisition from **HM Government** of an interest in the **UK Sizewell C nuclear power project**, with projected construction cost of GBP30bn+.
- **Elgin Energy**, a leading international independent solar and storage developer, on the sale of a 100 MW portfolio of three solar PV projects across the UK to Pennon Group, an England-based water utility company.
- **Elgin Energy** on the sale of a 519 MW portfolio of solar PV projects and 70 MW of co-located energy storage capacity to ScottishPower Renewables (UK) Limited. The portfolio sale marked the UK's largest solar PV transaction to date at the time.
- **Kelda Group (Yorkshire Water)** on the auction disposal of

the entire issued share capitals of Kelda Water Services (Defence) and Kelda Water Services (Estates) to Ancala Water Services Bidco backed by Ancala Partners for an undisclosed sum.

- **nLighten / I Squared Capital** on the acquisition of Proximity Data Centres, a leading UK platform with 10 data centres.
- **Airbus** in connection with the GBP315 million disposal by Rolls Royce and Babcock of their shares in the AirTanker Joint Venture to funds managed by Equitix.
- **London Stock Exchange Group** on its USD325 million acquisition of TORA Holdings Inc. a leading cloud-based technology provider that supports customers trading multiple asset classes across global markets.
- **Warner Bros. Discovery** on its 50:50 joint venture with BT Group plc to create a new premium sport offering for the UK & Ireland and to transfer the operating business of BT Sport to Warner Bros. Discovery.
- **UGI Corporation** on the sale of assets by AvantiGas ON Ltd to British Gas Trading Limited in connection with its business of on-grid supply of natural gas to companies in the United Kingdom.
- **Greencoat UK Wind** on the acquisition of the South Kyle wind farm in Scotland from developer Vattenfall.
- **Northleaf Capital** on its agreement to acquire an 80% stake in UK broadband provider Quickline Communications, which specialises in providing 5G and fibre solutions in rural areas.
- The sellers of **Allied Glass**, the UK's leading glass manufacturer, to Verallia.
- **G.Network** in connection with the equity aspects of its successful fundraising to invest over GBP1 bn in rolling out fibre connectivity in London.
- **Digital 9 Infrastructure PLC** on the acquisition of GAData

Holdings Limited (Volta Data Centres).

- **Hive Energy Limited** on its acquisition of a majority stake in Cuantec Limited, a Scottish circular economy business.
- **Aptitude Software Group plc**, the specialist provider of finance software, on its acquisition of MPP Global Solutions Ltd, an international provider of cloud-based subscription management and billing technology.

Case study – Vantage Data Centres

We advised a consortium of investors led by MEAG and Infranity, along with funds affiliated with DigitalBridge Group, Inc., on the formation of a c.EUR2.5bn. Investment Partnership with Vantage Data Centers, a leading global provider of hyperscale data centre campuses.

At a glance...

- We combine extensive public sector experience with a No1 M&A position!
- We have deep sector expertise in sectors of interest to you, e.g., infrastructure, energy/renewables, technology and financial services.
- We can deploy innovative and low-cost project management tools to ensure value for money.



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Partnership Law

Our multi-disciplinary team of partnership law advisors are drawn from our Corporate, Commercial, Employment, Real Estate, Funds Teams and our Litigation practice.

We advise on all aspects of partnership law and on all types of partnerships.

Of particular interest to government are the structures we advise upon for projects (often LLPs) and for the holding of real estate and fund assets.

Our market-leading limited partnership team has significant experience of advising upon limited partnerships as investment and asset holding structures.

Our track record:

Non-contentious Partnership Law

- We advised upon the creation of a **public services laboratory** (PSL) which, in essence, was a public/ private sector joint venture to create an innovative hub designed to provide SMEs with training and support in bidding to the public sector for services contracts. This was in recognition of the difficulty faced by many SMEs in bidding for government work in comparison with larger service providers with significant resources. Our advice covered advising on the most appropriate structure for the ventures, establishing the LLP, drafting the LLP Agreement, advising on funding and the application of the Public Contracts Regulations 2015.
- We advised a **UK healthcare institution** on the proposed establishment of a joint venture with a UK university, to be established as an English limited liability partnership, which

will invest in technology projects in the UK.

- We advise regularly on the establishment of partnerships for the provision of professional services (accountancy, legal, architectural etc). By way of example, we recently advised upon a **management buy-out of an LLP** and continue to provide partnership and other day-to-day advice following completion.
- Advising a **UK real estate manager** on the establishment of its co-investment platform, which is structured as an English limited partnership, and its employee investment fund, which is structured as a Scottish limited partnership.
- Advising a **global real estate investment manager** on the establishment of two private equity real estate funds, each of which is structured as an English limited partnership.
- Advising a **UK asset manager** on the restructuring of its GBP89 million student accommodation fund, which is structured as an English limited partnership, including advice about the European Union Alternative Investment Funds Managers Directive.
- Advising **institutional investors**, such as sovereign wealth funds, pension schemes and development finance institutions, on their fund investment programmes, including investments into English and Scottish limited partnerships.

Contentious Partnership Law

We advise in respect of disputes arising in relation to LLPs; partnerships established under the Partnership Act 1890; Limited Partnerships, insolvency and expulsion matters.

We advise at an early stage to help manage the dispute, as well as throughout the litigation process, including mediation, arbitration, expert determination and High Court proceedings.

Examples include:

- Acting for a **partner in a substantial solicitors' practice** following an attempted expulsion in breach of the Partnership Deed and obligations at common law. Proceedings were issued in the Chancery Division and ultimately settled on confidential terms.
- Acting in respect of a **partnership dispute** arising following the acquisition of a business involving allegations of misrepresentation and a dispute regarding the appropriate forum for the issues to be heard between arbitration and Court proceedings.

At a glance...

- All aspects of the requirement covered.
- Strength in depth in advising on LLPs as project vehicles.
- Strong track record in use of limited Partnerships.
- Expertise in all aspects of partnership law, including dispute resolution.



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Public International Law

DLA Piper's Public International Law practice is spread across our global offices, with particular expertise in London, as well as in Paris, New York, Washington D.C. and Mexico City. We can offer government clients top tier investment treaty arbitration work with a broader Public International Law practice which encompasses, for example, advisory work to States, trade and investment negotiations and sanctions work.

Our track record – advising:

- The West African regional organisation, **ECOWAS**, on the application of privileges and immunities to its officials under its core instruments, with a particular focus on immunity from prosecution.
- The **Mastercard Foundation** on the rules on international legal personality and customary and treaty law on privileges and immunities. Negotiation of Headquarters Agreements with five African countries, including drafting provisions of those agreements.
- A **State** on the available public international law arguments to request the return of that state's possessions from the UK government. Included advising on the force of customary international law and judgments of international tribunals under UK law.
- The **Government of Lithuania** in a bilateral investment treaty dispute brought by a Russian investor in the banking sector.
- **INTERPOL** in a high profile and politically sensitive public international law dispute relating to the arrest of INTERPOL's former president in China. We also advised INTERPOL on the application of privileges and immunities to its officials under its core instruments.
- An **Asian State** on the redrafting of its model bilateral investment treaty.
- The **Government of Guinea** in its investigation of corruption in the acquisition of rights to the world's largest untapped iron ore deposit which led to the withdrawal of the mining rights in question. We are also representing the State in consolidated, multi-billion-dollar ICSID arbitrations brought by the investor, BSG Resources – one of the highest profile, most important mining disputes in the world.
- The **Republic of Kenya** in respect of an ICSID claim brought by the mining investor, Cortec. This claim was the highest value and most strategically important investment treaty claim Kenya has ever faced.
- The **Democratic Republic of Timor-Leste** on various matters, including the first ever inter-State Compulsory Conciliation proceeding commenced by Timor-Leste against the Commonwealth of Australia under the United Nations Convention on the Law of the Sea (UNCLOS) concerning the delimitation of the maritime boundary between Timor-Leste and Australia in the Timor Sea. We have also advised on proceedings against Australia before the International Court of Justice commenced by Timor-Leste in December 2013 seeking the return of seized documents and data, together with declarations from the Court that its sovereignty, property and other rights under international law had been breached by Australia following the search and seizure by Australian security officers of several documents and data.
- The **Government of the Islamic Republic of Afghanistan** (through the Ministry of Finance) on a range of issues in the oil and gas, mining, hydro, transportation, manufacturing, construction, and telecommunications sectors, including advice on bilateral investment treaty issues.
- A **North African sovereign wealth fund** investing in hotels and real estate projects across Africa, with legal and strategic advice regarding seized property, including providing political input on the assessment of security and commercial risks.
- The **Ministry of Foreign Affairs of the Government of a Central Asian State** in the formulation of a strategy for the negotiation of international agreements designed to support a north-south energy corridor linking Central Eurasia and South Asia.
- The **Central Bank of an African State** in relation to the development and implementation of control mechanisms to protect sovereign assets in the context of an ensuing civil war, including the provision of strategic advice to the Central Bank in its discussions and engagement with key international regulators and organisations.

At a glance...

- Significant experience of advising governments and international organisations worldwide on a variety of Public International Law matters, such as law of the sea, land and maritime boundaries, and treaty interpretation.
- Extensive experience in handling arbitration disputes involving sovereign states, including claims brought under bilateral investment treaties (BITs) and multilateral investment treaties (MITs).



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Sustainable Finance / Green Finance

ESG issues have sharply come into focus among financial institutions and regulatory bodies. Financial institutions are critical in the delivery of the capital necessary for initiatives aimed at addressing the pressing issues concerning sustainability. Our market leading ESG team within the Financial Services sector is at the forefront of these issues and advising our international financial services clients on navigating this rapidly evolving landscape.

Our track record – advising:

- As chair of the broker and trading group advising **UK Government** on the UK pilot emissions trading scheme.
- On the establishment and asset management of a sustainability portfolio for **University Superannuation Scheme (USS)** (the largest UK pension fund) including the acquisition of a portfolio of over GBP300 m of green project finance loans in the privatisation of the Green Investment bank.
- **Asia Infrastructure Investment Bank** on a significant portfolio of green and sustainable investments to be managed by a specialist management team in compliance with UN sustainability criteria.
- A **UK based technology group** on establishing a blockchain based funding and tracking structure for donations and investments into UN qualifying sustainability projects.
- A **syndicate of three international development finance and impact investing institutions** in relation to their cornerstone investment into a Clean Energy Fund. The fund targets clean energy-oriented SMEs, project/technology developers and project implementation in the Middle East and North Africa, seeking to advance the implementation of environmentally and socially sustainable solutions.
- As Vice Chair on the ISDA Emissions Trading Working Group in the development of carbon trading and emissions-based

documents.

- On the first Kenyan corporate green bonds to be listed outside Kenya – on the International Securities Market of the London Stock Exchange. Recently awarded New Market Green Pioneer: Kenya at the 5th Green Bond Pioneer Awards.
- Blue Bonds: advising a **Caribbean sovereign state** on its debut international bond issuance. It would also be the first Sustainability-Linked Blue Bond to be issued by a sovereign issuer. The Blue Bond Framework for St Lucia which DLA Piper is advising on would adhere to the ICMA Sustainability Linked Bond Principles published in June 2020, the Blue Bond Guidance as published by the United Nations Global Compact, the UNEP(FI) Sustainable Blue Economy Finance Principles and the IFC's Guidelines for Blue Finance.
- **Etihad Airways** on EUR100m sustainable finance transaction – the first airline to secure funding for a project based on its compatibility with UN Sustainable Development Goals.

We are recognised experts on Blue Finance.

- UN Ocean Conference 2022: Invited by the United Global Compact to the Blue Finance Breakfast at the UN Ocean Conference 2022 which featured a series of panellists from governments, NGOs, financial institutions, and the private sector discussing two key topics: (1) increasing ocean literacy to finance the sustainable ocean economy; and (2) scaling up ocean investment. Attendees included – Her Royal Highness Princess Victoria of Sweden, Antonio Costa Silva, Portugal's Minister of Economy and Ocean, and Bjørnar Selnes Skjæran, Norway's Minister of Fisheries and Ocean Policy.
- COP 27: Invited by the United Nations Global Compact to speak at the Blue Finance Breakfast at the COP 27 which featured a series of panellists from governments, NGOs, financial institutions, and the private sector discussing two

key topics: (1) making sustainable ocean investment investable; and (2) how to re-risk private sector investment interest in the ocean economy. Other participants at the event included the Minister for Environment, Costa Rica, the CEO for IDB Invest, the United Nations Special Envoy for the Ocean.

- COP 27: Moderated a panel comprising representatives from the Nature Conservancy, the EBRD and the ADB on – Finance flows for ocean-climate solutions COP 27.
- World Bank Spring Meetings 2023 – High Level Meeting on Sustainable Ocean Investments: Invited by the United National Global Compact Ocean Stewardship Coalition to speak at this event which would comprise industry leaders, policymakers and high level stakeholders in the finance value chain to discuss how to accelerate the growth of the sustainable ocean economy.

At a glance...

- Strategic advice: Strategic and policy advice for financial institutions including design and implementation of sustainability policies, action plans and regulatory compliance.
- Memberships: DLA Piper is a member of the Sustainable Markets Initiative Legal Task Force.
- DLA Piper is also a member of the Working Group on Sovereign Sustainability Linked Bonds, Transition Finance Working Group, the Sustainability Linked Bond Working Group and the Green Bond Working Group for ICMA.



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DLA Piper is a global law firm operating through various separate and distinct legal entities. Further details of these entities can be found at www.dlapiper.com.

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