DAC BEACHCROFT
SHARPE PRITCHARD
consortium partners

Government
Commercial
Agency

RM6360 Legal Panel for Government

Lot 1: Core Legal Services

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DAC BEACHCROFT & SHARPE PRITCHARD
consortium partners

Introduction

DAC Beachcroft and Sharpe Pritchard are delighted to partner with each other and be working as a consortium under the RM6360 Legal Services Panel, bringing together two firms with a shared ethos of public service, legal excellence, and collaborative delivery.

We offer buyers a seamless, integrated service that combines deep sector knowledge, international reach, and a proven track record of supporting central government and wider public sector clients. Our consortium is built on mutual respect, complementary strengths, and a commitment to delivering high-quality, accessible legal advice that supports policy, governance, and operational delivery.

Our services span the full spectrum of legal needs, including:

- Strategic advice on major projects, outsourcing, and transformation programmes.
- Support for procurement, contract management, and dispute resolution.
- Expertise in health, education, environment, real estate, pensions, and data protection.
- Specialist input on public inquiries, judicial reviews, and governance.

Together, we bring:

Extensive public sector experience, advising departments, regulators, NHS bodies, local authorities and ALBs.

Specialist expertise across public law, procurement, litigation, commercial, infrastructure, real estate, employment, planning, health, and regulatory matters.

National coverage and depth, with agile teams across the UK and a shared ethos of integrity, innovation and public service.

Complimentary Services

We go beyond legal advice to deliver:

- **Flexible resourcing**, secondments, and strategic collaboration to enhance delivery.
- **Free knowledge transfer** and lessons learned reviews at the end of engagements
- **Knowledge sharing** through webinars, briefings, and tailored training.
- **Access to our meeting rooms** – contact us to request.
- **GC Collective** – a networking and information sharing group for legal department heads.
- **Support for Net Zero and social value goals**, including annual reporting and inclusive recruitment.

Team Structure



Nathan Butcher
Consortium Client Relationship Partner/SRM
+44 (0) 117 918 2159
nbutcher@dacbeachcroft.com



Katherine Calder
Deputy Client Relationship Partner/Deputy SRM
+44 (0) 191 404 4060
kcalder@dacbeachcroft.com



Rebecca Richter
Relationship Manager (DACB)
+44 (0) 191 404 4164
rrichter@dacbeachcroft.com



Hannah Wynter
Consortium Manager (DACB)
+44 (0)117 366 2425
hwynter@dacbeachcroft.com



Justin Mendelle
Senior Partner Sharpe Pritchard
+44 (0) 20 7061 5948
jmendelle@sharpepritchard.co.uk



Julia Rudin
Partner
+44 (0) 7584 706569
jrudin@sharpepritchard.co.uk



Sarah Richardson
Head of Bids (SP)
+44 (0) 7776 957 532
srichardson@sharpepritchard.co.uk



Evan Morgan
Head of Bids
+44 (0)117 918 2246
evmorgan@dacbeachcroft.com

Our Offices

DAC Beachcroft office
Sharpe Pritchard



3,200 professionals including **383** partners and more than **1,400** lawyers.

The consortium of DAC Beachcroft and Sharpe Pritchard, supported by DAC Beachcroft Claims Limited as a subcontractor, will deliver seamless, high-quality legal support under RM6360. With complementary strengths and a unified approach, we provide specialist expertise alongside a streamlined instruction process, ensuring efficient, transparent, and consistently high-quality service.

Offices in the UK, Ireland, France, Spain, Italy, Hong Kong, Singapore, the US, Mexico, Colombia, Peru, Chile, and Argentina.

Social Value

DAC Beachcroft and Sharpe Pritchard, as a consortium are united in our commitment to delivering meaningful and measurable social value. Our approach is rooted in shared values and a deep understanding of the challenges facing the legal sector and wider society. We recognise that public sector clients expect not only legal excellence but also a demonstrable contribution to the communities we serve.

Equal Opportunity

We are committed to creating an inclusive workforce where disabled people, women, and under-represented groups can thrive. Our approach combines inclusive recruitment, tailored support, and transparent progression to remove barriers and promote equity across the workforce.

Our understanding of the barriers includes accessibility challenges, unconscious bias in recruitment, limited progression opportunities, and discomfort in declaring socio-economic status.

Our existing efforts include:

- **Workplace Adjustment Passports** and flexible working arrangements.
- **Internships and Apprenticeships** for disabled individuals and those from URGs, including participation in the 10K Able Interns and 10K Black Interns schemes.
- **Transparent pay gap reporting**, including gender and ethnicity.
- **Career returner programmes** and mentoring schemes to support progression.

Our planned improvements include:

- Offering placements for interns with learning disabilities and neurodiversity.
- Achieving **Disability Confident Level 3**.
- Launching a **Back to Work podcast** and expanding our Reconnect programme.
- Annual submission to the **Social Mobility Index.**
- Introducing reciprocal mentoring for ethnic minorities.

Wellbeing

We recognise the importance of supporting the physical and mental health of our workforce. We provide comprehensive wellbeing resources, flexible working, and proactive engagement to foster a healthy, resilient workforce capable of delivering high-quality legal services.

Our existing efforts include:

- Compliance with **Thriving at Work** standards and membership of the **Mindful Business Charter**.
- Over **50 Mental Health First Aiders**, with additional champions for menopause and accessibility.
- Comprehensive benefits packages, including private medical insurance, EAPs, wellbeing apps, and flexible working.
- Regular wellbeing events, newsletters, and awareness campaigns to foster a culture of care.
- Employee engagement surveys to provide actionable insights into staff wellbeing.

Our planned improvements include:

- Continue staff wellbeing activities.
- Increase **Mental Health First Aider** representation.
- Deliver events on **Menopause Awareness** and **Men's Mental Health**, tackling gender-specific wellbeing needs.
- Review **family support policies**.

Social Value Continued

Tackling Economic Inequality

Access to the legal profession remains uneven, particularly for individuals from disadvantaged or under-represented backgrounds. Our consortium is committed to breaking down these barriers by offering inclusive entry routes, targeted development opportunities, and transparent progression pathways, ensuring fair access to legal careers and advancement for all.

Our existing efforts include:

- **Multiple entry routes** into the legal profession (apprenticeships, SQE pathways, internships) promote social mobility and widen access.
- **Targeted recruitment** through diverse networks (e.g. Aspiring Solicitors, Black Solicitors Network) ensures outreach to underrepresented communities.
- **Fully funded professional development** (e.g. CILEx sponsorship) removes financial barriers to career progression.
- **Transparent pay and promotion processes**, including gender pay gap reporting, help identify and address disparities.

Our planned improvements include:

- Continue offering **SQE and apprenticeship routes** annually to support inclusive career development.
- Provide **three internships** via the 10K Black Interns scheme, building pathways for Black talent.
- Begin **ethnicity pay gap reporting**, expanding transparency and accountability.
- Submit to the **Social Mobility Index** annually, benchmarking progress and identifying areas for improvement.
- Launch a **reciprocal mentoring scheme** for ethnic minorities, fostering mutual understanding and career sponsorship.

Fighting Climate Change

Environmental sustainability is integral to our operations. Through strategic programmes focused on energy efficiency, waste reduction, and carbon reporting, we aim to reduce our environmental impact and support clients in achieving their Net Zero goals.

DAC Beachcroft Carbon Reduction Plan

Sharpe Pritchard Carbon Reduction Plan

Our existing efforts include:

- Our **Responsible Business Strategy** aligns with the UN Sustainable Development Goals, including Climate Action.
- Our **Net Zero and Sustainability programme** focuses on reducing emissions, improving energy efficiency, and transparent carbon reporting.

Our planned improvements include:

- Collaborate with clients and suppliers on **joint sustainability initiatives**, such as green procurement or shared carbon reduction goals.

Mandatory Specialisms



Assimilated Law

How we can help you

We provide comprehensive legal support across public sector regulatory and litigation matters, covering assimilated law, statutory powers, and cross-border compliance.

We support clients with**:**

- **Regulatory powers and statutory duties**: advising public bodies on the interface between assimilated law and domestic obligations, including State aid/subsidy control, merger control, procurement, and treaty compliance. We assist with vires, human rights, and urgent advisory matters involving central government and regulators.
- **Legal challenges and strategic litigation**: representing clients in damages actions, debt recovery, and procurement disputes before national and European courts. Our team has successfully initiated and defended complex legal challenges under assimilated law.
- **Data protection and information law**: conducting audits, drafting policies and agreements, and advising on subject access requests and FOI appeals. We support both public and private sector bodies in managing compliance and reputational risk.
- **Cross-jurisdictional insight**: providing strategic advice on divergence under the EU (Withdrawal) Act and the EU-UK Withdrawal Agreement. Our team includes specialists in assimilated legislation and comparative approaches across jurisdictions.

Case Studies

Our team supports public sector clients with tailored, accessible advice, ensuring compliance with assimilated and international law. We are experienced in cross-jurisdictional matters and regulatory frameworks, including the Competition and Markets Authority (CMA), European Commission, and UK government departments. We offer strategic insight and practical solutions, drawing on our connections with EU institutions and our track record in complex legal challenges.

Our experience includes advising:

- **British Business Bank**, **Development Bank of Wales and North East Finance:** on State aid & public investment funds for SMEs, including the notification of funds to the EU Commission.
- **The Higher Education Funding Council for England:** on State aid and subsidy control.
- **Multiple entities:** on the ongoing application of the retained EU law, the general principles of EU law, EU passporting and implications of divergence.
- **Gloucester County Council:** on State aid compliance in the use of £218 million of Housing Infrastructure Forward Funding to carry out highway infrastructure works that will unlock c.9,000 units of new housing. In addition to advising on ongoing State aid compliance, we advised on the Grant Determination Agreement terms and conditions and negotiated commercial and legal issues with Highways England.
- **Hertfordshire Local Enterprise Partnership:** on State aid compliance of a wide variety of infrastructure, education and innovation projects and on applicable exemptions under the General Block Exemption Regulation. We also advised the Hertfordshire LEP on the Grant Agreement terms and conditions, dealt with negotiations from grant recipients' legal advisers and assisted with the required notifications under the SANI system.



George McLellan
Partner
+44 (0)7554 227 732
gmclellan@sharpepritchard.co.uk



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk

Commercial Litigation and Dispute Resolution

How we can help you

We provide strategic legal support across all stages of dispute resolution, ensuring public sector clients receive tailored, cost-effective solutions that safeguard policy and commercial interests.

We support clients with:

- **Alternative dispute resolution**: including mediation, adjudication and expert determination, with early strategic advice to minimise risk and cost.
- **Construction disputes**: covering high-value and nationally significant projects, including LADs, extensions of time, loss and expense, defects and negligence.
- **Commercial and contractual disputes**: managing underperformance, exit strategies, fraud exposure and professional negligence.
- **Post-transactional disputes**: including outsourcing failures and residual risks in commercial agreements.
- **Procurement challenges**: defending and pursuing claims under public procurement regulations, including concession contracts and utilities frameworks.
- **Injunctions and land-related claims**: particularly unauthorised incursions and urgent enforcement matters.
- **Compliance and investigations**: delivering training, risk assessments and conducting external investigations.

Case Studies

Our team is experienced in handling complex multi-party disputes, including those involving local authorities, NHS Trusts, central government departments and statutory regulators. We operate seamlessly across jurisdictions and regulatory frameworks, ensuring robust representation in court.

Our experience includes advising:

- **GLD** and the **DHSC:** in the defence of judicial reviews relating to the procurement of PPE. We managed a huge and complex duty of candour and disclosure exercise and conducted the preparation of witness statements.
- **NHS:** on handling IT disputes involving turnkey project implementation (including NPfIT in the NHS), defective equipment claims, hosting disputes, hardware failures and software licensing disputes.
- **GLD:** in relation to the potential termination, by a major Government department, of various PFI contracts. The subject matter of the contracts was highly sensitive and the factual scenario complex. We helped clients understand the subtleties of the contracts and broader legal position to help them reach appropriate solutions without litigation.
- **Sheffield Children's NHS Foundation Trust:** regarding its obligations under contract and the licence retirement process in the face of a claim for over £700,000.
- **London Borough Council:** in successfully defending against private contractor's "Christmas ambush adjudication" under a JCT Intermediate form. Claims for both extensions of time and loss and expense were both entirely defeated, with no further time or money being owed to the contractor.
- **Registered Provider:** in successfully pursuing an expert determination claim to achieve a high value settlement in respect of a defects dispute pursuant to a bespoke form of construction contract.



Alex Paterson
Partner
+44 (0) 117 918 2669
apaterson@dacbeachcroft.com



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk



Joe Walker
Partner
+44 (0)7469 096 358
jwalker@sharpepritchard.co.uk

Competition Law

How we can help you

We provide comprehensive legal support across all aspects of UK and EU competition law, with deep expertise in regulatory frameworks and public sector operations.

We support clients with:

- **Cartel investigations**: including dawn raids, whistleblowing, leniency applications, settlement agreements, and compliance strategies.
- **Merger control**: covering preliminary assessments, national and multi-jurisdictional filings, due diligence, and clean team protocols.
- **Abuse of market power**: defending investigations and negotiating commitments with competition authorities.
- **Commercial agreements**: advising on distribution, franchising, licensing, and strategic alliances to ensure competition law compliance.
- **Private actions**: pursuing or defending damages claims for breaches of competition law.
- **Market investigations**: supporting responses to sector-wide reviews and regulatory scrutiny.
- **State aid**: advising on compliance, investigations, and appeals before UK and EU courts.

Case Studies

Our team brings a unique blend of legal and economic insight, informed by experience advising central government and public bodies. We offer strategic, cross-disciplinary guidance and have contributed expert testimony to Parliamentary Select Committees. Our connections with UK and EU competition authorities allow us to provide informed, pragmatic advice that reflects current regulatory thinking.

Our experience includes advising:

- **NHS England:** on competition law including promotion of competition, pricing practices and market structures.
- **The Higher Education Funding Council for England:** on State aid and the education sector.
- **Merseytravel** (the passenger transport executive for the Liverpool City Region Combined Authority): on their hydrogen fuel cell bus project. Our advice covered a broad range of procurement, State aid, commercial, and transport law elements of the project.
- **Portsmouth Water:** on the Competition Act implications of an 80-year bulk supply agreement between Thames Water and Southern Water with limited termination provisions and a long-term fixed price structure. This involved detailed consideration of regulated economics and price controls as well as issues arising from potential market abuse and dominance. We also advised Portsmouth Water on its renegotiation of its licence conditions to make this project possible.



Steve Gummer
Partner
+44 (0) 7770 168036
sgummer@sharpepritchard.co.uk



Oliver Slater
Associate
+44 (0)7425 404 769
oslater@sharpepritchard.co.uk

Construction Law

How we can help you

We provide end-to-end legal support across the construction and infrastructure lifecycle, from strategic planning through to dispute resolution. Our team advises central government, local authorities, NHS Trusts, transport bodies, and other public sector clients on high-value, complex capital programmes.

We support clients with:

- **Project delivery**: advising on new builds, refurbishments, regeneration schemes, highways, bridges, education, leisure, and social care facilities.
- **Contractual frameworks**: drafting and negotiating all standard form contracts (JCT, NEC - including NEC4 and Option C, PPC/TPC, GC/Works, FIDIC) and bespoke agreements.
- **Professional appointments**: preparing and advising on consultant appointments and multi-lot, multi-disciplinary frameworks.
- **Security and third-party rights**: structuring and reviewing bonds, parent company guarantees, collateral warranties, product guarantees, and third-party rights schedules.
- **Policy and compliance**: navigating the impact of emerging policy areas such as net zero, MMC, Brexit, and Covid-19 on construction projects.
- **Dispute resolution**: managing all forms of construction disputes, including adjudication, final account claims, and contractor insolvency.
- **Strategic advice**: supporting clients from procurement strategy to contract close-out, including alliancing and framework arrangements.

Case Studies

Our national team integrates construction expertise with specialists in procurement, planning, environmental, and commercial law to deliver a seamless, joined-up service. We offer a free ‘kick-off’ session to help define objectives, assess risks, and shape the optimal route to delivery.

Our experience includes advising:

- **NHS Foundation Trust:** on the development of a new multi-storey £100m cancer centre using NEC3.
- **National Highways:** on all Procurement and Major Projects including the Legacy Concrete Road Renewals Framework with an approximate value of £270m which will establish a panel of contractors to deliver at least 5 major renewal schemes over the next 6 years.
- **Nexus** the Tyne and Wear Passenger Transport Executive: in respect of its Asset Renewal Programme and the contractual arrangements for the redevelopment of South Shields Transport Interchange.
- **Ministry of Justice:** on disputes under its PPC2000-based prison estate framework following a contractor’s insolvency and multimillion-pound claims. Acting at short notice, we defended multiple adjudications on termination, insolvency, and set-off rights, turning a major claim into an award of over £1m. This was followed by a favourable negotiated settlement.
- **Crown Commercial Service:** on the re-procurement of its construction professional services framework using the FAC-1, updating it to align with PA23 and improve operational efficiency. This included drafting structural and detailed revisions to award processes, enhancing the joining process, clarifying payment terms, and streamlining provisions for end-users. We are now instructed to undertake a similar review of GCA’s CWAS FAC-1 documentation.



Jonathan Bond
Partner
+44 (0)191 404 4175
jonbond@dacbeachcroft.com



Rachel Gibson
Partner
+44 (0)191 404 4004
rgibson@dacbeachcroft.com



Justin Mendelle
Senior Partner
+44 (0) 7906 192264
jmendelle@sharpepritchard.co.uk



Rachel Murray-Smith
Partner
+44 (0) 7467 957 957
rmurray-smith@sharpepritchard.co.uk

Contracts

How we can help you

We provide end-to-end legal support across the commercial contracting lifecycle, advising central government and public sector bodies on complex, high-value arrangements. We help public bodies and government organisations navigate every stage of the contracting lifecycle with confidence and clarity.

We support clients with:

- **Commercial agreements**: drafting and negotiating contracts for goods, services, outsourcing, joint ventures, shared services, and grants.
- **Contract lifecycle management**: advising on variations, terminations, supplier transitions, novations, assignments, and ownership changes.
- **Regulatory compliance**: ensuring legal integrity across energy, water, transport, and telecoms sectors.
- **Procurement frameworks**: advising on NEC, JCT, and bespoke models, with experience in major programmes and disputes.
- **Sector expertise**: supporting healthcare, education, policing, and national security contracts.
- **Strategic advice**: delivering tailored guidance aligned with UK public sector governance and best practice.

Case Studies

Our team combines deep sector knowledge with proven expertise in complex commercial arrangements, delivering practical, strategic solutions that drive value and reduce risk.

Our experience includes advising:

- **LocatED Property Limited (LocatED):** in relation to developing the terms of a Total Facilities Management Contract call-off using the NEC4 Facilities Management Contract.
- **Ministry of Justice:** on the development of its Secure Schools model documentation including the drafting of commercial agreements – notably the Funding Agreement, in relation to which we were appointed to conduct a full review of the document and advise on levels of protection that the Secretary of State may require to be incorporated.
- **Government Property Agency:** on a legal review, guidance and support on decisions involving the novation of various Facilities Management contracts (x 4 on NEC3 TSC terms plus an integrator contracting arrangement) from the MOJ over to the GPA.
- **A Government department:** on multiple procurements over several years. Nationally critical technology infrastructure (voice, video, network services) in prisons, courts and probation offices nationwide. Programme includes the procurement of several business-critical, high-value, long-term and complex ‘gold’ contracts.
- **A government department:** on a framework for specialist technical and commercial advisory. We have advised on conflict of interest, pricing clarifications, contract interpretation, termination of call-off contracts.



Andrew Lucas
Partner
+44 (0)746 910 854
ajlucas@dacbeachcroft.com



Charlotte Burnett
Partner
+44 (0)113 251 4785
ckburnett@dacbeachcroft.com



Tim Farr
Managing Partner
+44 (0) 7471 215835
tfarr@sharpepritchard.co.uk



Catherine Newman
Partner
+44 (0) 20 7405 4600
cnewman@sharpepritchard.co.uk

Corporate Law

How we can help you

We provide comprehensive legal support across the corporate lifecycle, from initial structuring through to complex reorganisations. Our team advises central government departments, non-departmental public bodies (NDPBs), quasi-government organisations, and fast-growing businesses across sectors including healthcare, technology, financial services, and media.

We support clients with:

- **Corporate structuring and governance**: advising on government company models, trading entities, directors' duties, and governance frameworks.
- **Public and private transactions**: supporting mergers and acquisitions, share disposals, capitalisations, and venture capital arrangements.
- **Joint ventures and partnerships**: structuring co-investments and delivery models across corporate and unincorporated entities, including LLPs and limited partnerships.
- **Restructuring and reorganisation**: delivering advice on complex ownership changes, financial restructurings, and operational realignments.
- **Company law and secretarial support**: providing guidance on entity selection, compliance, and regulatory obligations.
- **Strategic advice**: supporting clients from initial planning through to implementation, ensuring legal compliance and alignment with government objectives.

Case Studies

We bring extensive experience across the full spectrum of corporate law, advising both public and private sector clients on complex legal and strategic matters.

Our experience includes advising:

- **Castleton Technology PLC** a software and technology provider in the social housing sector: on its acquisition, by means of a Court-sanctioned scheme of arrangement, by US-based MRI Software for £83m.
- **Galliford Try:** on the corporate and funding aspects of their corporate (LLP) joint venture with Trafford Housing Trust for the development of housing in Trafford (Greater Manchester) with a GDV of c£100 million.
- **Ofgem:** on transactions in the energy (both renewable and conventional power), infrastructure, transportation and sectors, including on the sale of a number of offshore transmission assets as part of the OFTO tender regime run by Ofgem.
- **Department for Work and Pensions / UK Government Investments** and the other selling shareholders: on the sale of the entire issued share capital of Working Links (Employment) Limited to Aurelius Investments, a German private equity fund.
- **Houses of Parliament Restoration** and **Renewal Sponsor Body:** on the incorporation of the Restoration and Renewal Delivery Authority Limited, a not-for-profit company limited by guarantee that will deliver the restoration works to the Palace of Westminster and implementing a detailed corporate governance structure.



Michael Pearce
Partner
+44 (0)117 918 2749
mpearce@dacbeachcroft.com



Jonathan White
Partner
+44 (0)117 918 2580
jdwhite@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0)20 7405 4600
rcopeland@sharpepritchard.co.uk

Employment Law

How we can help you

We provide strategic legal support across the employment lifecycle, advising central government, regulators, the NHS and local authorities on complex workforce matters. Our team delivers pragmatic guidance that balances legal risk with operational and people priorities.

We support clients with:

- **Workplace disputes**: internal investigations, tribunal litigation, and judicial mediations.
- **Equality and pay**: diversity, equal pay, and public sector equality duty compliance.
- **Workforce change:** Staff transfers, joint working arrangements, redundancies and restructures.
- **Industrial relations**: trade union engagement and industrial action.
- **Legal protections**: discrimination, whistleblowing, and human rights.
- **Immigration**: sponsorship license compliance, work-based visas and prevention of illegal working
- **Pensions:** scheme change exercises, admission agreements, repayment plans and employer exits
- **Advocacy**: representation at hearings and mediations.
- **Collaborative delivery**: working with HR professionals to implement workforce transitions.

Case Studies

Our integrated employment, pensions and immigration teams enhance continuity across organisational change. We deliver accessible, sector-specific advice tailored to the evolving public sector employment landscape.

Our experience includes advising:

- **Royal Mail:** on successfully winning an injunction to stop national strike action by over 111,000 postal workers across the UK working at thousands of different sites.
- **A number of central government bodies i**ncluding the **MOJ**, **MOD**, **Home Office**, **DWP** and **Ofgem:** on the implications of TUPE as a result of carrying out significant initial outsourcing and re-procurement exercises. This has included advising on contractual provisions and on disputed TUPE transfers.
- **On Employment Tribunal cases, on a range of issues including:** the defence of high value disability discrimination, victimisation, unfair dismissal and breach of contract claims in the Employment Tribunal and on threatened parallel breach of contract proceedings in the High Court'.
- **NHS England:** on a collaboration to provide regional service delivery, including advice on TUPE, the collective workforce issues and implications for pre and post-merger reorganisation.
- **A Government Department:** on the TUPE implications of a number of Framework Agreements and in particular the question of whether TUPE is applicable on the termination of call-off contracts, which overlap.



Udara Ranasinghe
Partner
+44 (0)20 7894 6727
uranasinghe@dacbeachcroft.com



Tim Gooder
Partner
+44 (0)113 251 4809
tgooder@dacbeachcroft.com



Julie Bann
Partner
+44 (0) 7584 706594
jbann@sharpepritchard.co.uk



Catrin Mills
Partner
+44 (0) 7345 416 982
cmills@sharpepritchard.co.uk

Environmental Law

How we can help you

We provide legal support across environmental and planning law, helping public sector clients navigate regulatory frameworks and manage risk. Our team advises on compliance, enforcement, and operational challenges under UK and international law.

We support clients with:

- **Operational compliance**: advising on contaminated land, water discharges, waste, and air emissions.
- **Product and carbon regulation**: supporting chemical and labelling compliance, cross-border movement, and net zero strategies.
- **Transactional risk**: managing environmental liabilities in acquisitions, developments, and changes of use.
- **Enforcement and defence**: representing clients in investigations, prosecutions, and permit breaches.
- **Regulator engagement**: assisting with ongoing operations and enforcement responses.
- **Litigation and remediation**: advising on pollution incidents and enforcement actions.
- **Strategic advice**: guiding clients on cross-border issues and regulatory bodies including the Office for Environmental Protection.

Case Studies

Our teams are recognised for their strategic insight and sector-specific knowledge, enabling us to deliver practical and commercially sound solutions in complex regulatory environments.

Our experience includes advising:

- **South West Water:** on sewage, wastewater, environmental permitting, pollution, and enforcement matters, including the most complex EA prosecution to date.
- **Royal Devon and Exeter NHS Foundation Trust:** providing environmental legal guidance during the transfer of community services from North Devon Healthcare NHS Trust.
- **NHS Foundation Trust Waste Audit:** conducting a full legal compliance audit on waste management, advising on training, policies, and procedures to meet regulatory standards.
- **Composting Facility Support:** helped a key site reduce odour complaints and regulatory pressure through stakeholder engagement, site visits, and improved reporting—keeping the facility operational.
- **Environmental Impact Assessments:** on EIA and habitats issues for major planning schemes, including nationally significant infrastructure projects and development consent order applications.



Anne Harrison
Legal Director
+44 (0)117 918 2731
aharrison@dacbeachcroft.com



Sally Roff
Partner
+44 (0)163 365 7780
sroff@dacbeachcroft.com



Alastair Lewis
Partner
+44 (0) 7771 515961
alewis@sharpepritchard.co.uk



Simon Kiely
Partner
+44 (0)7709 352 420
skiely@sharpepritchard.co.uk

Finance and Investment

How we can help you

We provide legal support across the finance and investment lifecycle, helping public sector clients structure funding arrangements that are compliant, secure and strategically aligned. Our team advises central government, local authorities and public bodies on complex financial matters.

We support clients with:

- **Finance transactions**: public bonds, private placements, shareholder loans, joint ventures and refinancing.
- **Security and protections**: structuring clawback mechanisms, layered creditor protections and intercreditor agreements.
- **Subsidy control**: ensuring compliance with UK subsidy rules, including grant funding advice.
- **Government finance**: supporting HM Treasury and Contingent Liabilities Central Capability arrangements.
- **Due diligence**: reviewing finance and security documentation for legal robustness.
- **Sector expertise**: housing, healthcare, energy, education and infrastructure.
- **Strategic advice**: tailored guidance informed by market practice and public sector priorities.

Case Studies

Our expertise spans general banking, trade finance, investment law, and financial litigation, with a strong understanding of regulatory frameworks and commercial imperatives.

Our experience includes advising:

- **A leading university:** on funding being provided by a local enterprise partnership to a joint venture established by the University with a private sector partner (including security and sub-debt arrangements).
- **A local authority:** on a £35m loan to a joint venture established by that authority with a private sector partner.
- **A private company:** on various financing aspects in respect of the development of EV charging stations and rapid charging points in the UK. We provided legal support on both (i) intra-group re-financing arrangements and (ii) new financing arrangements with a financial services provider, including due diligence and drafting a facility agreement and associated ancillary documentation.
- **A public entity:** on their flagship investment into a 100MW floating offshore wind development in Scotland, alongside various public and private sector investors. Provided support on various workstreams, including due diligence, drafting a share purchase agreement and shareholders' agreement and associated ancillary documentation, subsidy control and competition.
- **A government entity and a wholly owned subsidiary:** on intra-group financing arrangements, including both the provision of monetary funding and services.



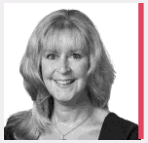
Michael Pearce
Partner
+44 (0)117 918 2749
mpearce@dacbeachcroft.com



Cara Sykes
Legal Director
+44 (0) 117 918 2664
casykes@dacbeachcroft.com



Ryan Copeland
Partner
+44 (0) 7425 313823
rcopeland@sharpepritchard.co.uk



Roseanne Serrelli
Partner
+44 (0) 7584 706579
rserrelli@sharpepritchard.co.uk

Grants

How we can help you

We provide end-to-end legal support across the lifecycle of public sector grant programmes, from initial structuring through to strategic delivery and assurance. Our integrated team advises central government departments, executive agencies, and local authorities on legally robust, policy-aligned funding initiatives.

We support clients with:

- **Grant structuring and documentation**: drafting and negotiating tailored grant agreements, including bespoke amendments to government standard form contracts.
- **Subsidy control and vires**: advising on the UK subsidy control regime and ensuring the lawful use of public funds.
- **Ministerial governance**: preparing letters to applicants, ministerial submissions, and supporting documentation to meet governance and transparency requirements.
- **Funding applications**: supporting successful bids for government funding, including Institute of Technology and infrastructure programmes.
- **Policy and assurance frameworks**: providing legal input on competitive criteria, assurance mechanisms, and risk mitigation strategies.
- **Strategic delivery**: collaborating with stakeholders to deliver compliant, transparent, and outcome-focused grant programmes.

Case Studies

Our work supports public authorities and recipients in navigating funding obligations, risk, and governance with clarity and confidence.

Our experience includes advising:

- **BEIS/UK Space Agency:** on a range of grants and joint ventures across the energy and science arena including development agreements, research and development arrangements unintellectual property, grant and funding competitions and public private partnerships.
- **Department for Business, Energy & Industrial Strategy (BEIS)** and the **Department for Energy Security & Net Zero (DESNZ):** on the Offshore Wind Manufacturing Investment Scheme (OWMIS) supporting port infrastructure. We provided full-service legal advice on grant structures, State aid compliance, funding competitions, and contractual frameworks for port development. Our work included drafting and negotiating funding and development agreements, and advising on public procurement, governance, and risk allocation. The total scheme committed £160 million of capital funding to ports and manufacturers under OWMIS.
- **BEIS** and **DESNZ:** on OWMIS for manufacturing projects. We acted as full-service legal advisers on the structuring, negotiation, and implementation of funding arrangements for offshore wind manufacturing capacity. This included advising on grant mechanisms, commercial contracts, and public-private investment models, as well as intellectual property and supply chain considerations. The scheme was designed to support a number of manufacturing investments via that same £160 million fund.



Katherine Calder
Partner
+44 (0)191 404 4060
kcalder@dacbeachcroft.com



Victoria Fletcher
Legal Director
+44 (0) 20 7894 6658
vfletcher@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Steve Gummer
Partner
+44 (0) 7770 168036
sgummer@sharpepritchard.co.uk

Information Law including Data Protection Law

How we can help you

We provide comprehensive legal support across the data lifecycle, helping public sector organisations manage complex regulatory obligations with clarity and confidence. Our team advises central government, local authorities, NHS bodies, and education institutions on strategic, operational, and compliance matters.

We support clients with:

- **Strategic governance**: advising on international data transfers, multi-jurisdictional breaches, and the executive-level implications of GDPR.
- **Compliance and risk**: conducting data protection impact assessments, managing politically sensitive FOI and EIR requests, and supporting responses to subject access requests.
- **Regulatory frameworks**: navigating NHS and education-specific data restrictions, common law confidentiality, and Article 8 rights.
- **Operational delivery**: drafting and reviewing key data protection documentation, negotiating data protection provisions in commercial contracts, and advising on cyber security-related FOI exemptions.
- **Enforcement and representation**: supporting clients in proceedings before the Information Commissioner, Information Rights Tribunal, and Upper Tribunal.
- **Strategic insight**: delivering pragmatic, accessible advice to ensure compliance with UK and international data protection law and enabling cross-border projects with precision.

Case Studies

We have helped clients manage legal risk, respond to regulatory scrutiny, and implement robust data protection strategies in high-profile and sensitive contexts.

Our experience includes advising:

- **ICO:** on First-tier Tribunal appeals in relation to their FOIA decision notices.
- **NHS Digital:** on data sharing and privacy issues related to the NHS App, including drafting privacy and cookie policies and negotiating relevant contracts.
- **Post Office:** provided guidance on data protection and information law, reviewed information access procedures, and created template documents.
- **Arms-Length Government Body:** on FOI compliance, including late responses, ICO powers, and third-party complaints. Also advised on handling cyber security-related FOI requests and applicable exemptions.
- **Regulator:** on GDPR readiness by mapping data flows, identifying lawful processing bases, and updating contracts. Post-GDPR, provided a paralegal secondment and ongoing DPO support.



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Darryn Hale
Partner
+44 (0)20 7894 6125
dahale@dacbeachcroft.com



Charlotte Smith
Partner
+44 (0) 7557 512924
csmith@sharpepritchard.co.uk



Catrin Mills
Partner
+44 (0) 7345 416 982
cmills@sharpepritchard.co.uk

Information Technology Law

How we can help you

We provide specialist legal support across the technology and digital lifecycle, from procurement planning through to contract implementation and compliance.

We support clients with:

- **Technology procurement and contracting**: advising on the disaggregation, design, development, support, and restructuring of IT services and systems.
- **Software and licensing**: drafting and negotiating agreements for SaaS, PaaS, IaaS, hardware acquisition, and digital distribution models.
- **Cloud and digital transformation**: supporting managed services arrangements, e-commerce platforms, convergent technologies, and internet-based solutions.
- **Cybersecurity and data protection**: navigating UK regulatory frameworks and advising on contracts involving sensitive or personal data.
- **Telecoms and mobile infrastructure**: providing regulatory guidance and operational contracting support across fixed and mobile networks.
- **GCA frameworks and government models**: advising on G-Cloud, the Model Services Contract, and the New Public Sector Contract, with extensive experience across GCA technology frameworks.
- **Strategic advice**: delivering tailored, accessible guidance from early-stage procurement through to delivery, ensuring commercially robust and technically sound outcomes.

Case Studies

Our team advises central government departments, emergency services, and wider public sector bodies on complex, high-value ICT programmes.

Our experience includes advising:

- **Government Digital Service (GDS):** on its negotiation and strategic approach to the UK's relationship with Nominet as to the gov and related public sector sub-domains.
- **NHS Digital:** on a number of urgent and sensitive Covid-related IT projects (e.g. the agreement with the University of Oxford relating to the Covid-risk evaluation tool).
- **Crown Commercial Service:** on its £750m national "Cloud Compute" purchasing framework - to allow UK Government to buy public cloud capacity direct from the major public cloud providers in the market including AWS, Azure, IBM, Google etc. Also, other framework support such as Technology Services 3.
- **NHS England:** on an urgent Covid-related procurement of a SaaS (Software-as-a-Service) technology solution to enable use of a mobile phone App to provide remote advice and support for diabetes patients – completion within 3 weeks.
- **A Police Authority:** On its Data Analytics for Everyone project, a Police Authority implemented a cloud-based analytics platform (AI) to enable officers and staff to improve performance and identify risks and trends through clear data visualisation.
- **Government and regulated sectors:** Advising on artificial intelligence across government and regulated sectors, including AI system procurement and implementation, use of large language models, supplier risk allocation, governance frameworks, and intellectual property, legal, regulatory and ethical considerations.



Andrew Lucas
Partner
+44 (0)746 910 854
ajlucas@dacbeachcroft.com



Alan Pratt
Partner
+44 (0)117 918 2088
ajpratt@dacbeachcroft.com



Charlotte Smith
Partner
+44 (0) 7557 512924
csmith@sharpepritchard.co.uk



Tim Farr
Managing Partner
+44 (0) 7471 215835
tfarr@sharpepritchard.co.uk

Intellectual Property Law

How we can help you

We provide comprehensive legal support across the intellectual property and commercialisation lifecycle, helping public sector organisations protect, exploit, and strategically manage innovation.

We support clients with:

- **IP strategy and protection**: advising on patents, trademarks, copyright, database rights, and design rights to safeguard innovation.
- **Licensing and commercialisation**: structuring IP licensing arrangements, acquisitions, disposals, and collaborative commercialisation models.
- **R&D and collaboration agreements**: enabling innovation through clear and robust contractual frameworks that support research and development partnerships.
- **Ownership and compliance**: conducting complex IP ownership reviews and ensuring rights clearance across digital and physical assets.
- **Brand and reputation management**: supporting brand protection, advertising, marketing, and enforcement against counterfeit and infringing materials.
- **Strategic alignment**: ensuring legal frameworks underpin and advance clients' operational goals and long-term innovation strategies.

Case Studies

Our team ensures that government bodies retain and maximise the value of IP developed internally or via contractors, aligning legal frameworks with operational and strategic priorities.

Our experience includes advising:

- **Royal Mail:** on copyright licensing deals with a number of film studios and international sports federations.
- **NHS England:** on the use of the clinical trials exemption to conduct the largest study of its kind in relation to Pre Exposure Prophylaxis (PREP) for HIV prevention.
- **NHS England:** on creating a new type of court order in the pregabalin pharmaceutical.
- **A County Council:** on their intellectual property position having developed computer software in collaboration with an external provider. The Council required advice on all composite parts of the integrated software, including the software object and source code, design features, integrated mechanisms and associated design. We provided clear advice which enabled the Council to best protect its position and we are now in the process of guiding the Council through the necessary documentation and registrations required as part of the wider launching of the software to the general public.
- **UK Parliament:** on its intellectual property rights; notably the effect of Parliamentary copyright and the opportunity for suitable trademarking in relation to specific parliamentary bodies and discrete projects.



Andrew Allan-Jones
Partner
+44 (0) 117 918 2251
aallan-jones@dacbeachcroft.com



Kate Loxton
Partner
+44 (0)117 918 2398
kloxton@dacbeachcroft.com



Charlotte Smith
Partner
+44 (0) 7557 512924
csmith@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0) 7425 313823
rcopeland@sharpepritchard.co.uk

Outsourcing

How we can help you

We provide end-to-end legal support across public sector outsourcing and transformation programmes, advising central government departments and agencies on complex IT sourcing, multi-supplier ecosystems, and service disaggregation under SIAM and Tower models.

We support clients with:

- **Procurement and strategy**: RFQ/RFP processes, supplier evaluation, and drafting tailored contracts for long-term delivery.
- **Contract management**: renegotiations, variations, insourcing, and distressed scenarios.
- **Legal transition support**: TUPE, pensions, HR, IT, and property compliance.
- **Regulatory advice**: financial services regulation, material outsourcing, and subsidy control.
- **Supplier performance**: pricing, remedies, and collaboration strategies.
- **Issue resolution**: accelerating ROI and securing robust protections.

Case Studies

Our advice is pragmatic, accessible, and aligned with public sector policy and regulatory frameworks.

Our experience includes advising:

- **The Foreign, Commonwealth and Development Office (FCDO):** on a complex, high profile IT project to procure a replacement ERP system. This covered its 14,000 staff in nearly 270 diplomatic offices in 169 countries.
- **The Cabinet Office:** on its ongoing procurement of a new administration solution for the Civil Service Pension Scheme under the Competitive Dialogue procedure, a large-scale and high-profile major Business Process Outsourcing procurement for the heart of Government.
- **UK SBS (Shared Business Services):** on its major ERP procurement for a wide range of agencies including RCUK.
- **Ministry of Justice (MOJ):** on its major ERP procurement for a wide range of agencies including RCUK.
- **A Government Department:** On its major IT sourcing programmes, valued at approximately £800 million, a Government Department transformed its estate by disaggregating legacy contracts into eight SIAM-led service towers, delivering modern digital infrastructure including data centres, hosting, networks, security, end-user devices and applications.
- **UKSV:** On its core IT services, UKSV delivered continuity and improved outcomes through a complex contract extension that strengthened performance, accountability and multi-supplier alignment.



Katherine Calder
Partner
+44 (0)191 404 4060
kcalder@dacbeachcroft.com



Andrew Lucas
Partner
+44 (0)746 910 854
ajlucas@dacbeachcroft.com



Catherine Newman
Partner
+44 (0) 7584 706576
cnewman@sharpepritchard.co.uk



Raechel Slattery
Partner
+44 (0)7799 900 960
rslattery@sharpepritchard.co.uk

Pensions Law

How we can help you

We provide comprehensive legal support across pensions, partnership law, and restructuring, helping public sector clients uphold compliance, strengthen governance, and enhance operational resilience. Our team delivers strategic, accessible advice grounded in public sector expertise.

We support clients with:

- **Public sector pensions**: advising on scheme mergers, Fair Deal obligations, final salary arrangements, outsourcing and insourcing, ESG investment due diligence, scheme wind-ups, transfers, and compliance with the Pensions Act 2021. We also support trustees and employers with contested death-in-service benefits and legacy liabilities.
- **Partnership structures**: structuring and amending limited partnerships, LLPs, joint ventures, and investment vehicles. We advise on governance, succession planning, tax residency, and liability management, ensuring clarity in partner roles and operational compliance.
- **Corporate restructuring and insolvency**: delivering integrated advice across legal, tax, and governance disciplines. We assist public bodies with debt recovery, insolvency risk mitigation, and reputational protection, offering tailored strategies for enforcement and stakeholder engagement.
- **Strategic legal guidance**: supporting clients to navigate complex legal frameworks with confidence, ensuring robust decision-making and long-term resilience.

Case Studies

Our breadth of expertise enables us to deliver practical, compliant solutions tailored to the evolving needs of government and public bodies.

Our experience includes advising:

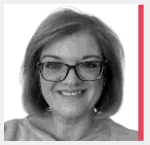
- **London Luton Airport:** on complex de-risking issues in relation to its defined benefit pension scheme. We dealt with many legal issues during the course of the year, which involved ongoing liaison with/management of the Trustees, the Unions and Luton Council.
- **NHS England**, and over **70 NHS Trusts:** on a myriad of NHS Pension Scheme pension issues including advising **Guys and St Thomas's** on various voluntary and compulsory redundancy issues over the last ten years.
- **Many non-governmental organisations:** on various pension issues including in relation to LGPS exit liabilities and various Civil Service Pension Scheme issues (e.g. NHS Business Services Authority).
- **Suffolk County Council:** on the closure of a Pension Fund for employees of Ipswich Buses.
- **Three District Councils:** on TUPE and pension aspects of the outsourcing of a shared service including a bespoke admission agreement for the pension fund.



Jane Marshall
Partner
+44 (0)161 934 3092
jmarshall@dacbeachcroft.com



Rebecca Smith
Partner
+44 (0)117 918 2597
rcsmith@dacbeachcroft.com



Catrin Mills
Partner
+44 (0) 7345 416 982
cmills@sharpepritchard.co.uk



David Leach
Senior Associate
+44 (0) 7500 620 490
dleach@sharpepritchard.co.uk

Planning Law

How we can help you

We provide comprehensive legal support across planning, highways, environmental, and public law, tailored to central government priorities and delivery models. Our team advises on complex, high-profile matters, helping public sector clients navigate legal frameworks and deliver policy outcomes.

We support clients with:

- **Infrastructure and planning**: advising on Development Consent Orders (DCOs), hybrid Bills, harbour orders, and compulsory purchase schemes, including blight and hope value.
- **Development and regeneration**: supporting residential, commercial, leisure, and mixed-use schemes, including complex section 106 and highways agreements.
- **Environmental compliance**: advising on biodiversity net gain, carbon reporting, contaminated land, permitting, and enforcement, including defence of nuisance and pollution claims.
- **Public and administrative law**: providing strategic advice on statutory powers, consultation, legislative drafting, judicial review, and equality impact assessments.
- **Planning enforcement**: acting in appeals and securing High Court injunctions to prevent unauthorised development.
- **Operational support**: delivering clear, practical advice on governance, vires, and statutory interpretation.

Case Studies

Our integrated team delivers accessible, risk-aware legal advice that enables public sector clients to meet their legal and policy objectives with confidence.

Our experience includes advising:

- **Royal Mail:** on planning and compulsory purchase orders and Development Consent Orders.
- **Tameside Metropolitan Borough Council:** in connection with the planning aspects of its involvement in the promotion and development of the Godley Green Garden Village.
- **NHS Trusts & local authorities:** on the redevelopment and regeneration of their assets including the use of compulsory purchase powers and appropriation.
- **A Government Department:** on infrastructure planning at the decision-making stage. This includes advice on development consent orders for nationally significant infrastructure projects. Advice has also included detailed legislative drafting, compulsory purchase, heritage issues, environmental impact assessment and habitats and heritage and Crown rights.
- **Suffolk County Council and Sizewell C:** as host authority, highway authority and strategic planning authority throughout the development consent order process on Sizewell C.



Andrew Morgan
Partner
+44 (0)20 7894 6193
axmorgan@dacbeachcroft.com



Anne Harrison
Legal Director
+44 (0)117 918 2731
aharrison@dacbeachcroft.com



Alastair Lewis
Partner
+44 (0) 7771 515961
alewis@sharpepritchard.co.uk



Bernadette Hillman
Partner
+44 (0) 7970 150833
bhillman@sharpepritchard.co.uk

Projects/PFI/PPP

How we can help you

We provide legal support across the full lifecycle of public sector infrastructure and service delivery programmes, including PPP and PFI schemes. Our team advises central government, local authorities, NHS bodies, and other public sector organisations on complex, high-value projects.

We support clients with:

- **Project lifecycle**: advising from business case and procurement through to delivery, contract management, expiry, and hand-back.
- **Sector programmes**: supporting initiatives across health, education, justice, defence, transport, housing, and waste, including NHS LIFT and the Prisons Capacity Programme.
- **Operational support**: advising on variations, disputes, refinancing, early termination, and contract performance across active PFI schemes.
- **Strategic input**: embedded in national programmes such as the New Hospital Programme and MoJ's Technology Transformation Programme.
- **Planning and infrastructure**: advising on town and country planning, s106 and highways agreements, and nationally significant infrastructure.
- **Delivery structures**: supporting governance and setup of delivery bodies aligned with government frameworks and regulation.

Case Studies

We provide sector-specific advice and project management of legal contributions to ensure delivery against strategic objectives.

Our experience includes advising:

- **Government Property Agency:** on the Workplace Services Transformation Programme, which will look to disaggregate existing TFM contracts into 13 new disaggregated regional workplace services contracts.
- **HMRC:** in relation to various facilities within its estate which were originally delivered under the Private Finance Initiative.
- **NHS:** on a major new PPP procurement of a £25m project for the construction and operation of a multi-storey car park for an NHS Foundation Trust.
- **Ministry of Justice:** successfully in relation to the circa £165m bond refinancing of one of its Prison PFI schemes; and the delivery of its c.£140m capital value Houseblock programme delivered as high value variations to existing PFI Prison schemes.
- **New Hospital Programme:** from its inception, advising on both individual projects and overall strategic delivery. Our work includes conflict-of-interest policies, commercial governance, transparency measures, committee rules, reporting compliant with Managing Public Money, DHSC and Foundation Trust interfaces, procurement, security, NDAs, and GDPR compliance. Listed in the Government Major Projects Portfolio, this demonstrates our ability to deliver comprehensive legal services for complex, high-profile government programmes. Whatever the scale, we work collaboratively to help achieve the goal of building 40 new hospitals.



Katherine Calder
Partner
+44 (0)191 404 4060
kcalder@dacbeachcroft.com



Alison Martin
Partner
+44 (0)117 918 2318
amartin@dacbeachcroft.com



Roseanne Serrelli
Partner
+44 (0) 7584 706579
rserrelli@sharpepritchard.co.uk



Nicola Summer
Partner
+44 (0)7584 706 584
nsumner@sharpepritchard.co.uk

Public Inquiries – Support to Participants and Inquests

How we can help you

We provide specialist legal support for core participants, senior officials and others engaged with statutory and non-statutory public inquiries throughout the inquiry process and have been involved in most of the major inquiries of recent years.

Our support for Inquiries themselves is covered on page 55. We support core participants and others engaged with public inquiries with:

- **Inquiry delivery**: advising on statutory and non-statutory inquiries, including strategy, evidence, procedural compliance, and engagement with inquiry teams.
- **Representation and disclosure**: drafting witness statements, preparing exhibits, managing disclosure, and guiding clients through Maxwellisation and Rule 9 processes.
- **Inquests and investigations**: supporting public bodies in coronial proceedings and related regulatory matters.
- **Technology and efficiency**: using platforms like Relativity to streamline document review and disclosure.
- **Regulatory and cross-jurisdictional advice**: advising on UK public law, inquiry protocols, and working across jurisdictions with government legal teams.
- **Strategic support**: delivering clear, tailored advice aligned with public sector needs and inquiry objectives.

Case Studies

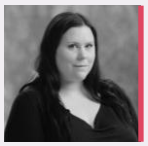
Our teams have extensive experience supporting public sector organisations, individuals, and inquiry panels through some of the UK's most high-profile public inquiries and inquests

Our experience includes advising:

- **NHS England:** on its role in all modules of the UK Covid-19 Inquiry, the Lampard Inquiry, the Southport Inquiry and the Nottingham Inquiry..
- **Post Office Ltd:** as Inquiry Director for Post Office Ltd and represented former senior executives in the Horizon Inquiry, providing legal strategy, document review, and counsel instruction.
- **Secretary of State for Transport and GLD:** on the **Cranston Inquiry –** managing the Department's response to the Cranston Inquiry into the deaths of migrants in the Channel. Our work included advising on public law and inquiry processes, coordinating disclosure and departmental input, and assisting with the preparation of witness and documentary material in a sensitive, high-profile central government matter.
- **Grenfell Tower Inquiry:** supporting Ministers and senior officials from the Department for Levelling Up, Housing and Communities, working with the Government Legal Department, in responding to the Maxwellisation process arising from the Grenfell Tower Inquiry. We were instructed to assist with advising on matters including regarding procedural fairness, coordinating responses to draft criticisms, and managing legal and reputational risks in a highly sensitive public inquiry involving central government decision-making.



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Anne-Marie Gregory
Legal Director
+44 (0)117 918 2324
amgregory@dacbeachcroft.com



George McLellan
Partner
+44 (0)7554 227 732
gmclellan@sharpepritchard.co.uk



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk

Public Law

How we can help you

We deliver comprehensive public law advice across the full lifecycle of government decision-making and service delivery.

We support clients with:

- **Policy and consultation**: advising on stakeholder engagement, equality impact assessments, and legal risk to support robust and defensible decision-making.
- **Statutory powers and partnerships**: guidance on the lawful exercise of powers, including joint ventures and public-private collaborations.
- **Governance and compliance**: advising on the constitution and structure of public bodies, misconduct investigations, and adherence to Managing Public Money.
- **Legislation and drafting**: supporting the development, promotion, and opposition of legislation, with Parliamentary Agent and electoral law expertise.
- **Human rights and equalities**: ensuring compliance with the Human Rights Act and public sector equality duties and managing related challenges.
- **Judicial review and litigation**: acting in complex and high-profile judicial review claims.
- **Strategic legal input**: embedding public law expertise into wider programmes and cross-disciplinary projects.

Case Studies

Our team advises central government, local authorities, regulators, and statutory bodies, bringing deep expertise in judicial review, legislative drafting, and statutory interpretation. We manage legal risk, ensure procedural fairness, and support robust, lawful decision-making in high-profile and complex matters.

Our experience includes advising:

- **NHS England:** on all aspects of its response to the Covid-19 pandemic, including *R(Gardner) v. DHSC and NHSE*, a high-profile judicial review on pandemic measures affecting care home residents.
- **Department of Health and Social Care:** on multiple judicial reviews and procurement cases related to Covid-19 PPE purchases. Supported disclosure, Duty of Candour, and witness statements under new Practice Direction.
- **Office for Product Safety and Standards (OPSS):** we conducted a comprehensive powers mapping exercise across UK and retained EU legislation, creating a practical enforcement resource and advising on legal scope and limits.
- **A Government Department:** on secondary legislation, including development consent orders for major infrastructure projects. Covered legislative drafting, vires, human rights, equalities, parliamentary procedure, Crown rights, and policy interpretation.
- **Department for Transport:** public law support on Russian sanctions, Covid-19 response, and commercial issues. Offered rapid-response legal teams for urgent queries, including weekend cover. Advised on enforcement of sanctions and DVLA charging powers.



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Nico Tilche
Senior Associate
+44 (0)20 7894 6203
ntilche@dacbeachcroft.com



Alastair Lewis
Partner
+44 (0) 7771 515961
alewis@sharpepritchard.co.uk



Emyr Thomas
Partner
+44 (0)7584 706 583
ethomas@sharpepritchard.co.uk

Public Law Litigation and Dispute Resolution

How we can help you

We provide comprehensive legal support across the public law and litigation landscape, from early-stage risk assessment through to dispute resolution. Our team advises central government, regulators, and public bodies on complex, high-profile matters.

We support clients with:

- **Judicial review and appeals**: advising on decision-making powers, consultation duties, equality assessments, and the conduct or defence of judicial review proceedings.
- **Complex and bulk litigation**: managing high-value disputes and large-scale case processing, including procurement challenges, professional negligence, and post-contractual claims.
- **Alternative dispute resolution**: representing clients in mediation, adjudication, and expert determination.
- **Compliance and investigations**: supporting statutory investigations, enforcement actions, and public law risk assessments.
- **Legislative advice**: advising on drafting and interpretation of legislation, including human rights implications.
- **Emergency response**: delivering rapid legal support on urgent matters such as sanctions enforcement and Covid-19-related issues.

Case Studies

We deliver clear, resilient advice aligned with UK legislation and regulatory frameworks, and regularly support clients in cross-jurisdictional and high-profile disputes.

Our experience includes advising:

- **NHS England:** in the case of R (Gardner) v. Secretary of State for Health and Social Care and NHS England, a high-profile judicial review of the impact of pandemic response measures on care home residents. We successfully defended NHS England in this case.
- **Tavistock and Portman NHS Foundation Trust:** before the Court of Appeal and Supreme Court in R (Bell) v Tavistock and Portman NHS Foundation Trust, a high-profile judicial review challenge to the practice of prescribing puberty suppressing drugs to persons under the age of 18 who experience gender dysphoria. We successfully defended the Trust here.
- **NHS England:** before the High Court and Court of Appeal in R (Professor Stephen Hawking) v. DHSC and NHS England, and R (Jenny Shepherd) v. NHS England and NHS Improvement, two high-profile and successfully defended judicial review challenges, to proposals for integrated care partnerships
- **National Trust:** in a successful challenge to decisions made by the Secretary of State for Housing, Communities and Local Government.
- **NHS Test and Trace / UK Health Security Agency:** management of public law litigation relating to the Covid-19 pandemic.



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Alex Paterson
Partner
+44 (0) 117 918 2669
apaterson@dacbeachcroft.com



George McLellan
Partner
+44 (0)7554 227 732
gmclellan@sharpepritchard.co.uk



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk

Public Procurement Law

How we can help you

We provide legal support across the public procurement lifecycle, from early-stage planning through to contract award.

We support clients with:

- **Procurement strategy and tendering**: advising on the design and execution of compliant procurement exercises.
- **Contract management**: supporting post-award changes, minimising risk, and ensuring legal compliance.
- **Dispute resolution**: guiding clients through procurement challenges, including judicial review.
- **Process management**: handling all stages of procurement, from documentation to evaluation and award.
- **Training and live support**: delivering tailored training and responsive legal input during active procurements.
- **Facilities and digital procurement**: advising on joint estate contracts and digital system implementation.
- **Strategic legal advice**: supporting clients with planning, risk management, and regulatory compliance.
- **Technology-Enabled Compliance Tools**: our **DACB Nexus** platform supports clients in managing supplier performance, social value obligations, and compliance with the Procurement Act 2023.

Case Studies

Our team advises central government, local authorities, regulators, and public bodies on complex, high-value procurements, ensuring compliance with UK regulations and enabling innovation in public service delivery.

Our experience includes advising:

- **The Department of Health:** on all aspects of the procurement of its Electronic Staff Record system using the competitive procedure with negotiation.
- **Cabinet Office:** on the re-procurement of pensions administration services for the civil service pension scheme and the Royal Mail Pension Schedule under the Competitive Procedure with Negotiation.
- **National Highways:** on all Procurement and Major Projects including the Integrated Delivery Framework worth approx. £30dn which will establish a panel of designers and contractors to deliver all projects in excess of £20m over the next ten years.
- **DfE:** on teacher recruitment, training and retention: We are retained by the DfE on a suite of national projects for the provision of initial teacher training, early career teacher services and national professional qualifications for teachers/headteachers. These projects are central to implementation of the key government education policies, including the establishment and thereafter operation of the new Institute of Teaching. Our end-to-end work includes advice on how best to structure each procurement and to address the inter-play between the procurements and service delivery thereafter.
- **ESFA:** on the procurement of apprenticeship and adult education services, the establishment of employer led services, preparation of new standard forms of agreement, use of registers for providers and termination of contracts.



Katherine Calder
Partner
+44 (0)191 404 4060
kcalder@dacbeachcroft.com



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Nicola Summer
Partner
+44 (0)7584 706 584
nsumner@sharpepritchard.co.uk



Tim Farr
Managing Partner
+44 (0) 7471 215835
tfarr@sharpepritchard.co.uk

Real Estate and Real Estate Finance

How we can help you

We provide comprehensive legal support throughout the property lifecycle, from strategic planning and acquisition through to financing, development, management and asset disposal. We advise central government departments, local authorities, and public bodies on complex property portfolios and development programmes across the UK.

We support clients with:

- **Development and regeneration**: advising on development agreements for public buildings, complex occupational leases, and large-scale regeneration schemes.
- **Asset management:** advising on both landlord and tenant matters linked to occupational interests, disposals of freehold and leasehold assets, contract drafting of provisions aligned with public sector objectives and navigating third party disputes.
- **Procurement and partnerships**: advising on competitive procurement processes, including competitive dialogue, to appoint development partners and unlock land schemes.
- **Land and planning**: facilitating land assembly through conditional agreements and options, securing of best value on disposals and advising on planning aspects of site acquisitions or development.
- **Real estate finance**: supporting financing arrangements including grant funding agreements as funder or recipient.
- **Strategic advice**: ensuring compliance with relevant legislation while delivering commercial outcomes and operational efficiency.

Case Studies

Our experience spans complex regeneration schemes, city centre grade A office developments, portfolio wide management matters and regulatory compliance, enabling clients to unlock value and manage risk in a dynamic property market.

Our experience includes advising:

- **Department for Education:** on all aspects of their capital projects programme including site due diligence to support rebuilding programmes; site acquisitions as part of the free school programme; and site disposals where sites are surplus to requirement.
- **Various public sector clients:** on wide ranging property matters including strategic investments with meanwhile uses pending redevelopment for occupation; developments to deliver works to school, care home, library and other public service buildings; acquisition of civic premises; and disposal of complex sites using conditional agreements and overage arrangements.
- **HM Revenue & Customs:** on all aspects of their estate portfolio including freehold and leasehold acquisitions (both in terms of business as usual sites and delivery of strategic developments); landlord and tenant asset management matters; construction contract documentation and property disputes. The team have advised on high value regional centre developments around the country including the market engagement with potential landowners/developers as well advice on potentially contentious matters across the portfolio.
- **Houses of Parliament:** on all property matters relating to the Parliamentary Estate. Recent transactions include the acquisition of new office premises in central London and the multi-letting of individual floors of recently vacated office space in Westminster.



Nicola Fairbairn
Partner
+44 (0)191 404 4019
nfairbairn@dacbeachcroft.com



Sally Morris-Smith
Partner
+44 (0)161 934 3014
smorrissmith@dacbeachcroft.com



Jo Pickering
Partner
+44 (0) 7584 706590
jpickering@sharpepritchard.co.uk



Gemma Duncan
Partner
+44 (0) 7584 706 589
gduncan@sharpepritchard.co.uk

Restructuring/Insolvency

How we can help you

We provide comprehensive legal support to public sector bodies navigating insolvency, restructuring, and recovery. Our team blends expertise across tax, finance, governance, employment, and litigation to deliver integrated, proportionate solutions.

We support clients with:

- **Restructuring and turnaround**: corporate simplification, solvent liquidation, and informal recovery planning.
- **Distressed debt**: disposal, acquisition, enforcement options, and recovery strategies.
- **Formal insolvency**: administration, liquidation, bankruptcy, and advice on directors' disqualification and reputational risk.
- **Asset recovery**: acting for public bodies in insolvency involving tax debts, fines, rates, and other liabilities.
- **Insolvency litigation**: public interest winding-up petitions, disqualification proceedings, and cross-border asset tracing.
- **Risk and reputation**: safeguarding public sector interests throughout insolvency processes.
- **Integrated advice**: working with consulting, treasury, HR, and governance teams for seamless compliance.

Case Studies

We advise across the full spectrum of restructuring and insolvency matters, supporting clients through complex financial distress scenarios.

Our experience includes advising:

- **Leonard Curtis:** on the tax liabilities arising in Chile and inter-company liabilities around a Guernsey registered company.
- **On high-profile matters:** including the **BHS investigation**, HMRC enforcement, and complex public sector restructurings
- **RSM:** on the sale of the business of Devon Sweet Factory Limited and other issues arising – one of very few significant pre-packaged sales in the region in the last 12 months.
- **The Secretary of State for Business and Trade** acting through the Insolvency Service: in litigation concerning the former directors of the Greensill corporate group. Our work included assisting the Secretary of State with a large and complex disclosure exercise, providing litigation support in a high-profile matter involving significant public interest and central government scrutiny.



Kevin Hawthorn
Partner
+44 (0)117 918 2221
khawthorn@dacbeachcroft.com



Christopher Stoate
Legal Director
+44 (0)117 918 2171
cstoate@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0) 7425 313823
rcopeland@sharpepritchard.co.uk

Tax Law

How we can help you

We provide comprehensive legal support across the full spectrum of tax law, offering strategic, commercially grounded advice to public sector clients. Our team combines deep technical expertise with sector insight to deliver accessible, tailored guidance that ensures compliance and optimises outcomes across all stages of the tax lifecycle.

We support clients with:

- **Private client and employment tax**: advising on cross-border secondments, remuneration packages, onboarding and exits, share schemes, and employee benefits.
- **Corporate and transactional tax**: covering corporation tax, VAT, customs duties, stamp duties, SDLT, capital allowances, and income tax.
- **Real estate and financing structures**: providing advice on the tax implications of property transactions, funding arrangements, and capital structuring.
- **Standalone and complex projects**: supporting clients with the tax treatment of litigation settlements, digital assets including NFTs, and bespoke compensation mechanisms.
- **Group reorganisations and joint ventures**: advising on structuring, withholding tax, share buy-backs, and other corporate restructuring matters.
- **Strategic advice**: helping clients navigate emerging tax risks and structure transactions effectively in both domestic and international contexts.

Case Studies

Our work supports clients in navigating HMRC disputes, judicial reviews, and tax implications of commercial and regulatory decisions.

Our experience includes advising:

- **Numerous health bodies (both public and private sector):** on VAT advice relating to the Covid-19 pandemic and other strategic matters.
- **HMG and a freeport provider:** on tax benefits in respect of freeport schemes including designation of tax-exempt sites, Business Rate relief, Enhanced Capital Allowances and SDLT Relief.
- **Energy regulators:** on VAT implications of service agreements for the benefit of a public sector entity where bills are paid by private providers.
- **Private sector EV providers:** on tax and accounting efficiency of internal financing arrangements and folding of shareholder loans.
- **Wholly owned HMG entity:** on tax implications of financing approach (loans convertible to equity).



Julian Feiner
Partner
+44 (0)20 7894 6075
jfeiner@dacbeachcroft.com



Michael McCormack
Tax Director
+44 (0)20 7894 6328
mmccormack@dacbeachcroft.com

Optional Specialisms



Aviation and Airports

How we can help you

We provide comprehensive legal support across the aviation and airport sectors, covering domestic and international law, regulatory compliance, and operational risk.

We support clients with:

- **Airport operations and airspace management:** advising on claims involving ground handling, maintenance exposures, and security-related issues for airport operators and service providers.
- **Airline and general aviation:** handling passenger, baggage, cargo claims, aircraft detention, and major loss incidents, including war and all-risk coverage.
- **Product liability and insurance:** acting for insurers and reinsurers on aviation-related claims and subrogation matters.
- **Cybersecurity and regulatory compliance:** navigating aviation-specific cyber risks under the Network and Information Systems Regulations and retained EASA requirements.
- **Emerging technologies:** advising on drone regulation, liability, and health and safety implications.

Case Studies

Our team supports public sector clients with tailored, accessible advice, ensuring compliance with UK and international aviation law. We are experienced in cross-jurisdictional matters and regulatory frameworks, including the Civil Aviation Authority (CAA), Department for Transport (DfT), and international aviation treaties.

Our experience includes advising:

- **Reinsurers:** following the crash of LaMia Flight 2933 (Avro RJ85) near Medellín, Colombia, which tragically involved the Chapecoense football team. We successfully challenged the jurisdiction of the English courts in a claim brought against product manufacturer defendants, arguing that the matter should be heard in the appropriate foreign jurisdiction.
- **Reinsurers:** in respect of aircraft lessor claims arising from the Russian invasion of Ukraine.
- **Satellite operators:** at the time of purchase of launch/early life insurance with regard to risk exposures under satellite procurement contracts and the launch services contract; drafting appropriate change notices; coordination with client insurance broker in review of proposed policy wordings.
- **Corporate and individuals:** in relation to UK Civil Aviation Authority regulatory investigations into “grey” air charter flight operations and possible breach of Air Navigation Order provisions.
- **Manufacturer of aviation equipment for military use:** on corporate restructuring, provision of risk management advice in relation to the use of corporate jets and other instructions.



Alex Stovold
Partner
+44 (0)20 7894 6251
astovold@dacbeachcroft.com



Anna Anatolitou
Partner
+44 (0)20 7894 6806
aanatolitou@dacbeachcroft.com

Charities

How we can help you

Our dedicated charity law team provides clear, commercial, and pragmatic advice across the full spectrum of legal and regulatory issues affecting charities and not-for-profit organisations.

We support clients with:

- **Governance and Compliance**: trustee duties, governance reviews, conflicts of interest, board training, and best practice decision-making.
- **Regulatory engagement**: Charity Commission compliance, serious incident reporting, statutory inquiries, and constitutional amendments.
- **Structures and transactions**: mergers, group structures, trading subsidiaries, joint ventures, and collaborative arrangements.
- **Property and finance**: land disposals, permanent endowment restrictions, grant agreements, bank funding, and security arrangements.
- **Commercial and operational matters**: fundraising compliance, contracts with professional fundraisers and commercial participators, and use of trading vehicles.
- **Dispute resolution**: trustee, membership, and governance disputes, as well as support in times of financial distress.

Case Studies

We work closely with clients to ensure their legal frameworks support their charitable objectives while meeting regulatory expectations.

Our experience includes advising:

- **NHS charity:** on the conversion to a company limited by guarantee and several other NHS charities on options for independence and potential legal form as well as structuring options when the local hospital landscape changes.
- **Several Charities:** on governance reviews, including reviewing constitutional form and governance arrangements and providing training on duties and responsibilities of charity trustees.
- **A Charity:** in complex charity proceedings brought against it in the High Court, related to allegations of an unlawful election of the current president and financial irregularities. We successfully defended them in this matter.



Emma-Jane Dalley
Partner
+44 (0) 117 366 2960
ejdalley@dacbeachcroft.com



Georgina James
Solicitor
+44 (0) 117 918 2271
gjames@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Alastair Lewis
Partner
+44 (0) 7771 515961
alewis@sharpepritchard.co.uk

Children and Vulnerable Adults

How we can help you

We provide specialist legal services across the full spectrum of issues affecting children and vulnerable adults, supporting public sector bodies in delivering safe, lawful, and compassionate care.

We support clients with:

- **Adoption, safeguarding, and child protection**: we advise on complex and sensitive matters including child sexual exploitation, modern slavery, and county-line gang involvement. Our team has led high-profile redress schemes for survivors of institutional abuse.
- **Public authority duties and mental capacity**: we support clients navigating the Mental Capacity Act, Human Rights Act, and inherent jurisdiction of the courts, particularly in cases involving end-of-life care, deprivation of liberty, and safeguarding vulnerable adults.
- **Funding and commissioning of care services**: we advise on legal frameworks for commissioning social care, including compliance with statutory duties and risk mitigation in service delivery. Our work includes strategic advice on care home neglect, premature deaths, and safeguarding failures.

Case Studies

Our lawyers are experienced in handling multi-jurisdictional issues, including Scots law and international human rights obligations. We combine legal rigour with a trauma-informed approach, ensuring our advice is accessible, proportionate, and aligned with public sector values.

Our experience includes advising:

- **NHS England:** on their defence of a high-profile judicial review (Gardner) challenging the NHS and Government's response to the coronavirus pandemic and the impact it had on care home residents.
- **Tavistock and Portman NHS Foundation Trust:** on their successful defence before the Court of Appeal and Supreme Court in R (Bell) v Tavistock and Portman NHS Foundation Trust, a high-profile judicial review challenge to the practice of prescribing puberty suppressing drugs to persons under the age of 18 who experience gender dysphoria.
- **Royal College of Physicians:** on judicial review proceedings seeking to challenge the decision to adopt a public position of neutrality on the question of assisted dying.
- **National safeguarding review investigation:** on historic safeguarding/abuse concerns.
- **A core participant in the Independent Inquiry into Child Sexual Abuse:**. providing strategic advice to the EBC as a core-participant, the proofing of witnesses, and reviewing of disclosure in response to Rule 9 requests.



Gill Weatherill
Partner
+44 (0)191 404 4045
gweatherill@dacbeachcroft.com



Jemma Gillson
Partner
+44 (0) 191 404 4001
jgillson@dacbeachcroft.com



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk



Catrin Mills
Partner
+44 (0) 7345 416 982
cmills@sharpepritchard.co.uk

Education Law

How we can help you

We provide specialist legal advice across the education sector, supporting central government, local authorities, multi-academy trusts, universities, colleges, and schools. Our team has advised on every major policy shift in higher education over the past 30 years, including the introduction of tuition fees, widening participation, and the establishment of the Office for Students.

We support clients with:

- **Funding and regulatory advice**: we advise on funding streams in higher and further education, research funding, and regulatory compliance across the education, health, and social care sectors.
- **Governance and institutional support**: we support institutions with governance reviews, misconduct investigations, equality and diversity matters, and real estate transactions.
- **Academisation and MAT support**: we advise on academy conversions, re-brokerage, land and PFI complexities, and post-conversion governance.
- **Student and stakeholder matters**: including complaints, claims, admissions appeals, SEND Code of Practice, and judicial reviews.
- **Specialist capabilities**: education construction and development projects, procurement strategy and compliance (including frameworks, DPS, and light-touch regimes), legal risk assessments aligned with Government Legal Department guidance, Charity registration and governance.

Case Studies

We support educational institutions through complex legal challenges, strategic developments, and regulatory transformations.

Our experience includes advising:

- **Department for Education:** on all aspects of their capital projects programme including the development new school buildings (due diligence and transactions; property, litigation and construction) as well as advice on their commercial requirements including large scale sustainability projects and facilities management contracts.
- **A University:** with their defence in respect of a high-profile matter, where claims were made by the family of a student that the university contributed to the circumstances which led to the student taking their own life.
- **OfS:** all matters relating to its set up and the creation of its regulatory framework for higher education. This has included both the creation of the new framework and complex transitional provisions dealing with how the sector will move from HEFCE regulation in 17-18 to full OfS regulation in 19-20.
- **A government department:** on the golden thread of procurements for national teacher training including initial teacher training, early career training and career development training.
- **National Institute of Teaching:** on the procurement for **NIoT** as well as the procurements for adult education providers and apprenticeships training providers.



Nicola Fairbairn
Partner
+44 (0)191 404 4019
nfairbairn@dacbeachcroft.com



Andy Crocombe
Partner
+44 (0) 117 918 2283
ancrocombe@dacbeachcroft.com



Catherine Newman
Partner
+44 (0) 7584 706576
cnewman@sharpepritchard.co.uk



Catrin Mills
Partner
+44 (0) 7345 416 982
cmills@sharpepritchard.co.uk

Energy and Natural Resources

How we can help you

We provide comprehensive legal services across the full spectrum of energy, climate change, and natural resources law, supporting public sector clients in navigating complex regulatory, commercial, and environmental challenges.

We support clients with:

- **Permitting, development, and financing:** across energy infrastructure, including renewables, nuclear, and unconventional oil and gas.
- **Contracting, licensing, and taxation:** advising on energy generation, storage, and distribution projects.
- **Regulatory compliance and environmental law:** including emissions, pollution control, and climate change mitigation.
- **Energy systems and networks:** we cover infrastructure, efficiency measures, and decarbonisation strategies.
- **Carbon capture, hydrogen, and net zero initiatives:** with experience in structuring innovative delivery models and advising on subsidy control and licensing.
- **Water, air, and land use matters:** expertise in planning and environmental impact assessments.

Case Studies

We combine deep sector knowledge with practical delivery, guiding clients through procurement, risk allocation, and compliance with evolving legislation. Our work includes bespoke regulated asset base models, innovative power purchase agreements, and legal support for green infrastructure and net zero targets.

Our experience includes advising:

- **London market reinsurers:** in relation to losses arising from an explosion on board an FPSO off the coast of Brazil.
- **Department for Energy Security and Net Zero (DESNZ):** drafting a new form of multi-purpose interconnector regulatory licence. This includes electricity trades between countries and review of grid arrangements and electricity arrangements so that interconnectors can be both compliant and bankable.
- **DESNZ:** on six of their major grant schemes benefitting offshore wind as well as provided support to the DESNZ CfD. Work covers the Offshore Wind Manufacturing Investment Scheme for Ports and for Manufacturers, the Floating Offshore Wind Manufacturing Investment Scheme for Ports and for Manufacturers, the GIGA scheme for Offshore Wind Manufacturers and the Offshore Coordination Support Scheme published as part of the OTNR and the CfD (in terms of EU challenge regarding UK Supply Chain Plan).
- **Ofgem:** reviewing the carbon capture, transport and storage licence, including reviewing regulatory licence conditions and making sure they are bankable and financeable. It is a brand-new form of licensed industry and involves review of challenge risk including challenge risk under the Energy Act 2023.
- **EDF and Sizewell C:** (as part of the in-house team) on the government support package and regulatory framework to create a new regulated asset base model for the Sizewell C nuclear power plant. This has involved detailed consideration of regulatory structures and government support package proposals.



Anthony Menzies
Partner
+44 (0)20 7894 6948
amenzies@dacbeachcroft.com



Alison Martin
Partner
+44 (0)117 918 2318
amartin@dacbeachcroft.com



Steve Gummer
Partner
+44 (0) 7770 168036
sgummer@sharpepritchard.co.uk



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk

Financial Services, Market and Competition Regulation

How we can help you

We offer comprehensive legal expertise across all aspects of financial services, markets, and competition regulation. Our teams advise central government and public sector clients on regulatory compliance, enforcement, as well as strategic reform under the Financial Services and Markets Acts 2000 and 2023.

We support clients with:

- **Financial services regulation**: advising on authorisations, conduct of business, consumer credit, payment services, e-money, and cryptoassets regulation. We support clients through FCA and PRA supervision, enforcement, and change programmes.
- **Market oversight**: guidance on UK Listing Authority rules, mergers, takeovers, and Part VII transfers. We assist with governance, client assets, and regulatory reporting.
- **Competition law**: expertise in merger control, market investigations, and enforcement under the Digital Markets, Competition and Consumers Act 2024. We advise on CMA powers, regulatory overlap with the FCA, and subsidy control compliance.
- **Sector-specific regulation**: deep experience in energy, utilities, and transport markets, including water sector reform, subsidy control challenges, and infrastructure planning under the Cunliffe Report.
- **Subsidy control & legacy State aid**: advising on compliance with the Subsidy Control Act 2022, including referrals to the Subsidy Advice Unit and CAT litigation.

Case Studies

Our cross-disciplinary teams combine regulatory insight with commercial acumen, enabling clients to navigate complex legal landscapes confidently. We are trusted partners in delivering legally sound, policy-aligned solutions across regulated sectors.

Our experience includes advising:

- **A leading insurance provider:** on a court-sanctioned Part VII transfer of insurance business under the Financial Services and Markets Act 2000. The transaction involved complex regulatory approvals and client asset protections, ensuring continuity of cover and compliance with FCA and PRA requirements.
- **Asset managers:** strategically on anti-market abuse procedures, including internal investigations into suspected trading irregularities. The firm supported clients in implementing robust governance frameworks and reporting protocols aligned with FCA expectations, mitigating enforcement risk.
- **A chartered body:** in relation to judicial review proceedings challenging HM Treasury regulations and HM Revenue and Customs guidance transposing the EU's 4th Anti-Money Laundering Directive.
- **Financial Conduct Authority (FCA):** on 7 cases in the High Court (six civil claims and a judicial review) relating to the construction and application of the FCA Handbook, guidance and rules in the context of self-invested personal pension claims. Our representations in the judicial review were in respect of the application of FCA regulation and guidance were positively treated in the High Court judgment.
- **FCA:** on successfully defending a judicial review challenge against its package of measures which introduced a time-bar in relation to making PPI complaints. This included day-to-day management of the duty of candour exercise which required review and analysis of over one million responsive items by a team of 10 paralegals.



George McLellan
Partner
+44 (0) 7554 227 732
gmclellan@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0) 7425 313823
rcopeland@sharpepritchard.co.uk

Fintech Crypto Assets

How we can help you

We provide expert legal advice across all aspects of law and practice relating to financial technology (Fintech) and crypto assets, supporting public sector clients in navigating emerging technologies and evolving regulatory frameworks.

We support clients with:

- **Fintech advisory**: we advise on the deployment, procurement, and regulation of financial technologies, including open banking, digital banking platforms, SaaS solutions, and cloud-based infrastructure. Our team supports innovation while ensuring compliance with UK financial services regulation, data protection, and operational resilience standards.
- **Crypto asset regulation**: we guide clients through the UK's developing crypto regulatory regime under the Financial Services and Markets Act 2023, including FCA authorisation, financial promotions compliance, and anti-money laundering obligations.
- **Digital assets**: our specialists advise on blockchain-based technologies such as NFTs, smart contracts, and decentralised finance (DeFi). We support clients with licensing, IP protection, fundraising, and enforcement actions involving crypto assets.
- **Dispute resolution**: we represent public and private entities in crypto-related disputes, including fraud, asset recovery, shareholder claims, and multi-jurisdictional litigation. Our experience includes acting for crypto enterprises in disputes exceeding £20 million.
- **Strategic risk management**: we help clients assess and mitigate legal risks associated with crypto trading platforms, stablecoins, and digital wallets, including market abuse and sanctions compliance.



Andy Lucas
Partner
+44 (0)20 7894 6301
ajlucas@dacbeachcroft.com



Alan Pratt
Partner
+44 (0)117 918 2088
ajpratt@dacbeachcroft.com

Case Studies

Our cross-sector expertise ensures that public sector bodies can adopt and regulate emerging financial technologies with confidence, balancing innovation with legal integrity.

Our experience includes advising:

- **A rapidly scaling FinTech business:** on the implementation of its digital banking platform into a major financial institution.
- **The owner of a crypto wallet operator:** in a s.994 Companies Act shareholder unfair prejudice claim. The proceedings involved several novel issues including:
  - Determination, as a matter of law, as to whether certain elements of the claim amounted to a derivative action for which the court's permission was required in order to pursue (determined by the Court of Appeal).
  - The method of valuation of the crypto business, taking into account the unique way in which crypto enterprises operate.
  - Evidence as to the authenticity of documents, including the analysis of electronic messaging systems and the extent to which issues of authenticity can be credibly determined (taking into account the development of those messaging systems).
- **The Co-owner and operator of a substantial crypto enterprise:** in a multi-jurisdictional dispute over the control of the crypto enterprise worth c. $1bn.
- **A crypto entrepreneur:** in recovering misappropriated tokens and pursuing damages for losses incurred due to inability to trade.

Food, Rural and Environmental Affairs

How we can help you

We provide specialist legal support to public bodies and private organisations across food safety, environmental regulation, and supply chain risk. Our team advises both defensively and strategically, helping clients manage legal exposure and reputational risk.

We support clients with:

- **Food safety & hygiene**: providing legal defence and advisory services for investigations involving foreign body complaints, food poisoning outbreaks, pest control, and hygiene standards.
- **Environmental & regulatory compliance**: advice on trading standards, marine and agricultural regulation, pollution enforcement, and land use.
- **Supply chain risk & Brexit impact**: through our dedicated Brexit Think-Tank, we help clients navigate post-EU legal frameworks affecting rural communities, farming, and food supply chains.

Case Studies

Our work spans environmental litigation, agricultural schemes, and climate-related governance.

Our experience includes advising:

- **An Environment Agency investigation:** following a diesel spill at a distribution centre. We advised our client in responding to the allegations, and no charges were brought against our client.
- **Thames Tideway Tunnel:** on the development consent order (DCO) for the £4.2bn project (as seconded internal resource) and on the main construction contracts. In obtaining the DCO, we worked alongside the external solicitors and QCs preparing the application documents. We then advised on specialist areas. In addition, we advised on over 30 construction procurements including the main tunnelling contracts. We were involved at all stages of the procurement under the UCR of the main system integrator for the Project, from the initial OJEU notice to negotiation and award of final contracts to the successful bidder.
- **Defra and 15 local authorities:** on the **Waste Infrastructure Delivery Programme. T**his major government programme included more than £3bn capital funding from central government through a mix of PFI, PPP and financing through the public works loans board. We drafted the standard form contract and guidance (WIDP model form), including complex provisions for service credits, availability payments, refinancing, change in law, change control and payment mechanisms. Treasury approved the model and mandated it for use nationally. At the height of the programme, we advised 12 authorities and Defra on procurements, each with live stages of negotiation or competitive dialogue. We reviewed, amended and marked up contracts from across the industry.



Sally Roff
Partner
+44 (0)163 365 7780
sroff@dacbeachcroft.com



Anne Harrison
Legal Director
+44 (0) 117 918 2731
aharrison@dacbeachcroft.com



Alastair Lewis
Partner
+44 (0) 7771 515961
alewis@sharpepritchard.co.uk



Aidan Dickinson
Partner
+44 (0) 7584 706 574
adickinson@sharpepritchard.co.uk

Franchise Law

How we can help you

We provide specialist legal advice across the full lifecycle of franchise relationships, from market entry and agreement negotiation to operational support and dispute resolution.

We support clients with:

- **Route to market strategy**: we advise on the most appropriate legal and commercial structures for expansion, including franchising, licensing, and joint ventures.
- **Franchise agreement support**: we simplify complex agreements using practical checklists and plain-language guidance to ensure key risks and obligations are clearly understood.
- **Franchisee advisory**: we support franchisees in reviewing and negotiating standard terms, helping them assess infrastructure, roles, and responsibilities.
- **International reach**: our global network of legal experts provides insight into local regulatory environments, enabling cross-border franchise development.

Case Studies

With experience across both contentious and non-contentious franchise matters we provide clear, practical guidance to public and private sector clients navigating complex franchise arrangements.

Our experience includes advising:

- **A household manufacturer of lock systems:** on and drafted a template franchise agreement for a to establish a network of mobile branded locksmiths
- **An international company:** on training in respect of the legal benefits and features of franchising and master franchise arrangements in an international context.
- **A restaurant chain:** on a suitable network structure for its first phase of national franchising, including drafting a standard franchise agreement and discussing key issues such as exclusivity, post termination restrictions and fees.
- **A claimant authority:** on a High Court claim in a multimillion-pound claim for defective products. The amount being claimed exceeded £200m.



Alan Pratt
Partner
+44 (0)117 918 2088
ajpratt@dacbeachcroft.com



Andrew Allan-Jones
Partner
+44 (0)117 918 2251
aallan-jones@dacbeachcroft.com



Cat Bogoje
Senior Associate
+44 (0) 7554 168 002
cbogoje@sharpepritchard.co.uk



Steve Gummer
Partner
+44 (0) 7770 168036
sgummer@sharpepritchard.co.uk

Health and Safety Law

How we can help you

Our Health & Safety team provides comprehensive legal support across the UK, advising public sector bodies, private organisations, and individuals on regulatory compliance, enforcement, and risk mitigation.

We have particular expertise in Construction, Manufacturing, Agriculture, Health and Social Care, Retail/Leisure, Rail/Transport and Public Sector.

We support clients with:

- **Regulatory defence**: we represent clients in investigations and prosecutions involving corporate manslaughter, gross negligence, and breaches of health and safety, fire safety, food hygiene, and environmental law.
- **Incident response**: we offer 24/7 crisis support, legal privilege-protected internal investigations, and representation in criminal and coroners' courts.
- **Enforcement challenges**: we advise on appeals against enforcement notices and defend against Fee for Intervention (FFI) charges.
- **Advice on both contentious and non-contentious health and safety matters:** including drafting policies, advising on compliance strategies, and resolving disputes through negotiation or litigation.
- **Guidance on investigations by regulators, police, and public authorities:** covering preparation for interviews, managing disclosure obligations, and ensuring legal privilege during inquiries.
- **Fire safety and food hygiene compliance:** assisting with audits, risk assessments, and advice on meeting statutory obligations and best practice standards.

Case Studies

With deep sector knowledge and experience in high-profile cases, we provide strategic, responsive support to clients facing complex health and safety challenges, ensuring compliance, risk mitigation, and reputational protection.

Our experience includes advising:

- **A health and safety manager:** in defence of a Gross Negligence Manslaughter charge relating to fatal injuries sustained by an employee in a hopper incident. Ultimately the case was concluded with a plea to a non-causative breach of s.37 of the Health and Safety at Work Act 1974 and a low fine, thus avoiding a conviction for manslaughter and the associated risk of a custodial sentence.
- **A construction company:** on a Health and Safety Executive investigation following a fatal accident during demolition works.
- **London market insurers:** in successfully arguing that a recovery claim could be brought against a sub-contractor engaged on a remedial project on a south-east London school that burned down during the works, where a project policy taken out purported to extend to 'sub-contractors of any tier'.
- **A council:** in prosecuting Travis Perkins after a fatal accident involving unsecured timber, resulting in a £2 million fine and multiple improvement notices.



Anna Hart
Partner
+44 (0) 191 404 4177
ahart@dacbeachcroft.com



Fiona Gill
Partner
+44 (0)20 7894 6410
FGILL@dacbeachcroft.com



Rachel Murray-Smith
Partner
+44 (0) 7467 957 957
rmurray-smith@sharpepritchard.co.uk

Health, Healthcare and Social Care

How we can help you

We provide comprehensive legal support to health and social care commissioners, providers, investors, and regulators across the UK and internationally. Our team combines deep sector knowledge with strategic insight to help clients navigate complex legal, regulatory, and operational challenges.

We support clients with:

- **Strategic regulatory advice**: we advise boards and senior leaders on governance, risk mitigation, and regulatory compliance, including CQC registration, inspections, and enforcement.
- **Operational and transactional support**: from emergency Court of Protection applications to service redesign, mergers, acquisitions, and joint ventures, we support the full lifecycle of health and social care delivery.
- **Procurement and commissioning**: we assist with the design and implementation of complex procurements, defend procurement challenges and judicial reviews, and advise on partnering arrangements and integrated care systems.
- **Sector-embedded expertise**: our lawyers include former health organisation professionals, giving us excellent insight into policy, regulation, and operational realities.

Case Studies

We have extensive experience advising Central Government bodies, NHS organisations, and regulators on transactional, litigious, and compliance matters.

Our experience includes advising:

- **Guy's and St Thomas' NHS Foundation Trust and the Royal Brompton & Harefield NHS Foundation Trust:** on their successful merger, including advising on legal due diligence, revisions to the constitution, advice on governance, and the transaction documentation.
- **MedTech and digital health providers:** on commercial contracts, framework agreements, terms of use, privacy policies, and standardised customer terms.
- **In the response to the COVID-19 pandemic:** negotiating and drafting contracts to help increase capacity and put in place a flexible national framework for diagnostics capacity.
- **Department of Health and Social Care:** providing commercial and data protection secondment support, as well as providing external counsel support on a range of regulatory issues relevant to medical devices, as different COVID19 testing solutions were being deployed during the pandemic.
- **NHS England:** before the High Court and Court of Appeal in R (Professor Stephen Hawking) v. DHSC and NHS England, and R (Jenny Shepherd) v. NHS England and NHS Improvement, with successful defence in these two high-profile judicial review challenges to proposals for integrated care partnerships.



Hamza Drabu
Partner
+44 (0)20 7894 6411
hdrabu@dacbeachcroft.com



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Catherine Newman
Partner
+44 (0) 7584 706576
cnewman@sharpepritchard.co.uk



Charlotte Smith
Partner
+44 (0) 7557 512924
csmith@sharpepritchard.co.uk

Housing Law

How we can help you

We provide comprehensive legal services across all aspects of housing law, supporting central and local government, ALMOs, and registered providers in the financing, provision, and occupation of housing.

We support clients with:

- **Landlord and tenant law**: advising on tenancy agreements, leasehold management, service charge disputes, succession, under-occupation, and enforcement actions including possession and injunction proceedings.
- **Social housing regulation**: supporting clients with statutory and regulatory compliance, including the Social Housing (Regulation) Act 2023 and emerging legislation such as Awaab's Law. We advise on governance, equality duties, and housing fitness standards.
- **Leasehold and commonhold**: expertise in leasehold reform, tenants obligations, dispensation applications under the Landlord and Tenant Act 1985, and tribunal proceedings.
- **Housing fitness and quality**: regulatory enforcement under the Housing Act 2004, including HHSRS appeals, HMO licensing, and selective licensing schemes. We prosecute breaches and advise on civil penalties and scheme implementation.
- **Eviction and homelessness**: representing authorities in possession claims, homelessness appeals, and judicial reviews. We are experienced in urgent injunctions and Equality Act/Human Rights Act defences.

Case Studies

Our team combines litigation expertise with strategic advisory support, enabling public sector clients to deliver safe, compliant, and sustainable housing services.

Our experience includes advising:

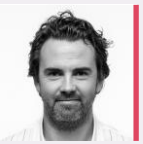
- **On the supply-side challenges in retirement housing**: we contributed legal insight to a national report highlighting barriers in planning, taxation, and housing finance. The work supported policy reform aimed at improving housing quality and availability for older residents.
- **Developers:** on compliance with the New Homes Quality Code and the New Homes Ombudsman Service, including dispute resolution, compensation claims, and housing quality standards.
- **A large London Borough:** in two joined appeals to the Upper Tribunal (Lands Chamber) brought by private landlords challenging financial penalties for failing to license properties under the local authority's selective licensing scheme. The team successfully defended the penalties, reinforcing the authority's regulatory powers.
- **A Borough Council:** in a possession claim under section 84A of the Housing Act 1985, following the making of a Closure Order due to anti-social behaviour. The court granted possession, demonstrating effective use of statutory grounds for eviction.



Gemma Leonard
Partner
+44 (0)20 7894 6429
gleonard@dacbeachcroft.com



Gwyneth Barton
Senior Associate
+44 (0)20 7894 6089
gbarton@dacbeachcroft.com



Danny Dedman
Senior Associate
+44 (0) 7467 149 609
ddedman@sharpepritchard.co.uk



Simon Kiely
Partner
+44 (0)7709 352 420
skiely@sharpepritchard.co.uk

Immigration

How we can help you

We provide comprehensive legal services across all aspects of UK immigration law, supporting public sector bodies, employers, and individuals in navigating complex regulatory frameworks and strategic mobility planning.

We support clients with:

- **Work-based immigration**: advising on sponsor licence applications, Skilled Worker and Global Mobility visas, and compliance with Home Office sponsorship duties. We support public bodies in managing sponsor licences and preventing illegal working.
- **Strategic immigration advice**: providing guidance on the immigration implications of corporate transactions, restructuring, and workforce planning. We assist with global mobility strategies and remote working arrangements.
- **Personal immigration**: supporting individuals with visa applications, indefinite leave to remain, citizenship, and family-based immigration matters. We advise on Innovator Founder, Global Talent, and EU Settlement Scheme applications.
- **Policy and legislative change**: advising on the impact of immigration rule changes, including the 2025 reforms to Skilled Worker visa thresholds and settlement routes. We help public sector employers prepare for regulatory shifts.
- **Training and risk management**: delivering bespoke training, mock audits, and policy reviews to ensure compliance and mitigate risk. We support clients with appeals, administrative reviews, and enforcement actions.

Case Studies

Our immigration team combines legal precision with strategic insight, enabling public sector clients to manage immigration matters confidently and compliantly.

Our experience includes advising:

- **A company:** involved in a share sale on the immigration implications for its sponsor licence.
- **A public sector organisation:** strategically on restructuring its sponsor licence to accommodate multiple departments and streamline compliance.
- **An overseas company:** that was looking to set up an entity in the UK with guidance in obtaining sponsorship visas to move head count into the UK.
- **Employers:** on new Home Office guidance prohibiting the recovery of sponsorship costs from sponsored workers. We reviewed immigration policies and contracts to ensure compliance with the updated rules effective from December 2024.



Joanna Hunt
Partner
+44 (0)20 7894 6285
johunt@dacbeachcroft.com



James Hughes
Associate
+44 (0)7469 096 358
jhughes@sharpepritchard.co.uk

Insurance and Reinsurance

How we can help you

We provide end-to-end legal services across all aspects of insurance and reinsurance, supporting public sector bodies, insurers, reinsurers, and intermediaries in navigating complex regulatory, contractual, and claims environments.

We support clients with:

- **Insurance advisory**: we advise on policy wording, product design, distribution agreements, claims handling contracts, and regulatory compliance. Our team supports clients through insurance M&A, joint ventures, and Part VII transfers.
- **Claims resolution**: DACB Claims Solutions Ltd, delivers efficient, scalable and comprehensive dispute resolution claims handling services encompassing litigation, arbitration, and mediation across a wide spectrum of claims including: employers and public liability, motor, property damage, and other specialty lines, such as data breach claims arising from cyber-attack. Through our Innovation Lab, we work collaboratively with clients to develop new and tailored solutions for new lines of claims handling work, which could include, for example, Unlawful Detention Claims.
- **Reinsurance expertise**: our reinsurance lawyers advise on treaty and facultative contracts, Bermuda Form disputes, commutations, inspections of records, and schemes of arrangement. We act for global reinsurers and London market carriers.
- **Regulatory and run-off support**: we assist with regulatory advice, run-off strategies, and legacy portfolio management, including cross-border compliance and restructuring.
- **International reach**: with offices across the UK, Europe, Latin America, and North America, and formal partnerships in key jurisdictions, we deliver seamless support for multi-jurisdictional insurance and reinsurance matters.

Case Studies

Our deep sector knowledge and global footprint enable us to deliver innovative, compliant, and commercially sound solutions tailored to the needs of public sector clients and their insurance partners.

Our experience includes advising:

- **Two concurrent appeals:** in respect of excess of loss treaty reinsurance contracts, interpreting aggregation language and the “Hours Clause” in relation to COVID-19 business interruption losses.
- **Insurers:** on the use of artificial intelligence in claims handling, ensuring compliance with data protection laws and FCA expectations.
- **Multiple Part VII transfers of insurance business:** including life and general insurance portfolios.
- **Excess insurers:** in London arbitration proceedings concerning a coverage dispute following an explosion at a waste treatment facility in Idaho.
- **OCIP primary and excess insurers:** on coverage following a pollution incident at a refinery in the US Virgin Islands.
- **Further Education College:** following a cyber-attack, our cyber and data breach claims teams defended more than 120 claims brought by eight firms and litigants in person. Our coordinated litigation strategy enabled all claims to be successfully repudiated, with no damages or costs paid to third parties.



Paul Davison
Partner
+44 (0) 191 404 4116
pdavison@dacbeachcroft.com



Anthony Menzies
Partner
+44 (0)20 7894 6948
amenzies@dacbeachcroft.com

International Trade

How we can help you

We provide expert legal services across international trade and investment law. Our work supports public sector bodies and commercial clients in navigating trade regulations, sanctions, and cross-border commercial arrangements.

We support clients with:

- **Sanctions advisory**: providing strategic advice on the impact of financial and trade sanctions on international business operations, including reinsurance, aviation, and property sectors. We assist with licensing, reporting, and engagement with UK and overseas regulators such as OFSI and OFAC.
- **Shipping and commodities**: our Shipping, Trade and Commodities team advises on maritime contracts, freight forwarding, and commodity trading. We support clients in resolving disputes and structuring transactions across global trade hubs.
- **Procurement and trade law interface**: advise public authorities on the implementation of trade-related procurement regulations, including amendments to the Public Contracts Regulations 2015 and Utilities Contracts Regulations 2016 arising from FTAs.
- **Risk Management and Contract Structuring**: we help clients mitigate legal risk in international supply chains, including contract drafting, dispute resolution, and regulatory due diligence.

Case Studies

Our cross-sector expertise ensures public sector clients can engage confidently in international trade, balancing legal compliance with strategic opportunity.

Our experience includes advising:

- **On the impact of UK, EU, and US sanctions:** in respect of the reinsurance of a policy written by a South American insurer.
- **Global franchise business operating in Russia:** conducting a wholesale review of sanctions exposure.
- **A client:** in a freight and commodity trading dispute involving breach of charterparty and cargo damage.
- **A US headquartered financial services firm:** regarding ongoing engagement with regulators, following the identification of payments made to entities subject to UK sanctions in respect of Libya.
- **A major UK commercial and residential estate agency:** in respect of its exposure to financial and trade sanctions across its business, with a focus on its 'prime residential' and commercial property streams.



Paul Baker
Partner
+44 (0)20 7894 6245
pabaker@dacbeachcroft.com



Clarissa Coleman
Partner
+44 (0)20 7894 6311
clcoleman@dacbeachcroft.com

Life Sciences

How we can help you

Our team with over 60 years' experience in the public healthcare sector provide specialist legal advice to pharmaceutical, MedTech, and medical device manufacturers throughout the entire lifecycle of their products - from R&D and clinical trials to regulatory compliance, marketing, and post-market surveillance.

We support clients with:

- **Product lifecycle support**: we advise on CE and UKCA marking, licensing, pharmacovigilance, and regulatory compliance, including software guidance and AIaMD.
- **Product liability & risk management**: our team have defended the majority of the significant pharmaceutical and medical product cases in the UK over the past four decades.
- **Clinical trials & regulatory strategy**: we support clinical trial design, insurance, and dispute resolution, including landmark cases such as the Northwick Park monoclonal antibody trial.

Case Studies

Our experience includes high-profile product liability cases, subsidy control for life sciences manufacturing, and strategic advice on innovation and regulatory reform. We also have 35 years expertise in defending blood products litigation for the NHS and National Blood Service.

Our experience includes advising:

- **Clinical trial insurers:** in respect of claims and issues arising from the clinical trial of monoclonal antibody TGN1412 at Northwick Park Hospital.
- **NHS England:** in the patent litigation concerning pregabalin.
- **National Blood Authority and all NHS Trusts:** on the instruction of **NHS Resolution** (formerly the NHS Litigation Authority) we acted for the National Blood Authority and all NHS Trusts in the Hepatitis C litigation. We also coordinated the NHS defence in the HIV Haemophilia litigation.
- **Advising on COVID-19 therapeutics and medical device issues:** for those designing and manufacturing ventilators; making and supplying PPE; setting up clinical trials for COVID-19 therapeutics and for vaccines; and manufacturing and deploying COVID-19 antigen and antibody test kits including the National Testing Programme.
- **HDI:** in respect of both medical devices and pharmaceutical products. We advise on several matters on behalf of HDI who are a major underwriter of clinical trial insurance.



Alison McAdams
Consultant
+44 (0)20 7894 6588
AMCADAMS@dacbeachcroft.com



Andrew Allan-Jones
Partner
+44 (0) 117 918 2251
aallan-jones@dacbeachcroft.com



Hamza Drabu
Partner
+44 (0)20 7894 6411
hdrabu@dacbeachcroft.com



Andrew Johnston
Legal Director
+44 (0)20 7894 6532
ajohnston@dacbeachcroft.com

Maritime and Shipping

How we can help you

We provide comprehensive legal services across all aspects of maritime and shipping law, supporting public sector clients in navigating complex regulatory, commercial, and operational challenges within the global maritime ecosystem.

We support clients with:

- **Contentious and non-contentious matters:** including contract negotiations, regulatory compliance, and dispute resolution involving cargo claims, charterparty disputes, and marine insurance.
- **Contractual and regulatory issues**: charterparties, bills of lading, ship sale and purchase agreements, port and terminal concessions, and freight forwarding contracts.
- **Dispute resolution**: expertise in resolving disputes arising from cargo loss or damage, shipbuilding delays, collisions, pollution incidents, and breach of charterparty, across major arbitration centres including London, Singapore, and Hong Kong.
- **Marine insurance and risk**: advice on hull and machinery, cargo, charterers' liability, and war risk policies, including constructive total loss claims and casualty response.
- **Emerging challenges**: guidance on decarbonisation, digitalisation, cyber security, and sanctions compliance within the maritime sector.
- **Public sector expertise**: experience advising on ferry services, port infrastructure, and subsidy control matters, including public service obligations and SPEI frameworks.

Case Studies

Our clients include government departments, port authorities, shipowners, operators, and insurers. We deliver tailored, accessible advice aligned with public sector procurement and governance standards.

Our experience includes advising:

- **Insurers:** in defence of a major cargo policy claim arising from damage to various cargoes of fruit shipped from the Philippines to China. Evidential disputes as to cargo damage and alleged political rejection.
- **International market reinsurers:** in relation to a well control claim arising out of the policy wording EED 8/86, after an eruption in Tunisia.
- **International reinsurers:** in connection with a claim for the destruction of a container terminal on the coast of southern Brazil.
- **Represented clients in disputes under shipbuilding contracts and charterparties:** before major maritime arbitration forums, including LMAA and SCMA, ensuring resolution of claims for delays and breaches.



Anthony Menzies
Partner
+44 (0)20 7894 6948
amenzies@dacbeachcroft.com



Simon Jackson
Partner
+44 (0)20 7894 6244
sijackson@dacbeachcroft.com

Media Law

How we can help you

We advise public sector clients on all aspects of media law, including broadcasting, defamation, and advertising regulation.

We support clients with:

- **Broadcasting & licensing**: advising on content distribution, streaming and broadcast agreements, and regulatory compliance under UK and EU frameworks, including AVMSD.
- **Defamation, libel & slander**: providing pre-publication advice, managing reputational risk, and handling disputes involving false statements, including complex digital media cases.
- **Advertising standards Compliance**: supporting clients through ASA investigations, advising on CAP and BCAP Code compliance, and defending enforcement actions, particularly around environmental claims and HFSS advertising.
- **Legal risk and statutory compliance in media**: advising public bodies on media-related legal risks, including judicial review and statutory compliance under the Online Safety Act 2023.

Case Studies

Our teams support clients in navigating complex regulatory landscapes, managing high-value contractual negotiations, and safeguarding reputation through strategic risk management and compliance.

Our experience includes advising:

- **A UK top film studio:** on its film distribution and merchandising arrangements in Europe post-Brexit, including advising on the Audiovisual and Media Services Directive (AVMSD) regulations.
- **A UK-headquartered multinational business:** in readiness for a television series, we drafted and negotiated the full range of agreements, including the rights and access agreement, filming policies and editorial policies, with an American production company and mass media network as counterparties.
- **A well-known global food and beverage company:** in successfully defending the credibility of certain environmental claims (alleged to be 'greenwashing') made in its advertising campaigns in the context of a regulatory investigation by the ASA. This involved working with the company to prepare formal representations in objecting to the ASA's preliminary ruling, focusing on how the ASA had reached its preliminary ruling based on errors of law, unlawful procedure, and a failure to apply correct human rights law standards. The investigation was closed without official findings being made.
- **Several companies, including global food and beverage brands:** on compliance with new restrictions on promoting high-fat, salt, or sugar products, including shaping regulatory application through consultation and defending marketing strategies during investigations and complaints. restrictions on the promotion of foods which are high in fat, salt or sugar. We have shaped the application of new regulations through consultation, developing evidence about market/competition impacts, rationality and corporate human rights.



Andy Lucas
Partner
+44 (0)20 7894 6301
ajlucas@dacbeachcroft.com



Alan Pratt
Partner
+44 (0) 117 918 2088
ajpratt@dacbeachcroft.com



Lucy Grivvell
Legal Director
+44 (0)20 7894 6855
lgrivvell@dacbeachcroft.com



George McLellan
Partner
+44 (0)7554 227 732
gmclellan@sharpepritchard.co.uk

Merger and Acquisition Activity

How we can help you

We advise public sector clients on all aspects of merger and acquisition (M&A) activity, including the restructuring, divestment, and establishment of government-owned entities and joint ventures.

We support clients with:

- **Public Sector restructuring**: legal support for the reorganisation of government departments, agencies, and arms-length bodies, including statutory transfers and asset reallocation.
- **Privatisation and divestment**: advising on the legal frameworks and commercial strategies for the sale or transfer of public assets, ensuring compliance with procurement, subsidy control, and transparency obligations.
- **Joint ventures and strategic partnerships**: structuring and negotiating joint ventures between public bodies and private sector partners, including governance, risk allocation, and exit strategies.
- **Company establishment and governance**: supporting the creation of new entities, including drafting constitutional documents, shareholder agreements, and regulatory compliance frameworks.

Case Studies

Our teams have advised on complex M&A transactions involving infrastructure, health, and digital transformation projects, ensuring that legal risks are managed and public value is protected.

Our experience includes advising:

- **Lords Builders Merchants Holdings Limited:** a subsidiary of Lords Group Trading plc (a leading distributor of building materials in the UK), on the £23m acquisition of a leading local independent builders merchant, AWLC Limited.
- **Advising on the disposal:** by means of the sale of a group of English companies, of a £150,000,000 real estate asset in London's West End.
- **Palace of Westminster:** on the incorporation of the Restoration and Renewal Delivery Authority Limited.
- **The seller group of an employment-placing business for disabled people:** (including UK Government Investments) on the disposal of the entire issued share capital.
- **The seller group of a property holding company:** on the disposal of the entire issued share capital of a property holding company to a large developer as part of the compulsory purchase process for the Crossrail project.



Mike Pearce
Partner
+44 (0) 117 918 2749
mpearce@dacbeachcroft.com



Jonathan White
Partner
+44 (0) 117 918 2580
jdwhite@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk

Partnership Law

How we can help you

We provide comprehensive legal services across all aspects of partnership law, supporting public sector bodies in structuring, managing, and resolving issues within partnership arrangements. Our expertise spans traditional partnerships, LLPs, joint ventures, and strategic public-private partnerships (PPPs), ensuring robust governance, compliance, and risk mitigation.

We support clients with:

- **Formation and structuring of partnerships and LLPs**: advise on the creation of traditional partnerships, limited liability partnerships, and joint ventures.
- **Governance and regulatory compliance**: our teams provide strategic advice on partnership governance, including board composition, decision-making protocols, and regulatory obligations.
- **Public-Private Partnerships and strategic collaborations**: we have extensive experience advising on PPP and PFI arrangements, including the structuring of Teckal companies and trading subsidiaries. Our work includes supporting councils and government bodies in creating innovative delivery vehicles for public services.
- **Dispute resolution and exit strategies:** we assist in resolving disputes between partners, including breach of duty, mismanagement, and exit negotiations. Our litigation and mediation teams offer robust support in contentious matters, ensuring minimal disruption to public service delivery.

Case Studies

We advise clients on all aspects of partnership and LLP law, including governance, partner disputes, fiduciary duties, and liability issues.

Our experience includes advising:

- **Defra:** on its transition from a joint venture with Capita to a private equity structure alongside Bridgepoint in Fera Science. The complex 18-month project required adapting agreements, managing risk, and guiding Defra through unfamiliar private equity governance, culminating in a successful partner substitution.
- **NHS Foundation Trusts:** on establishing LLP subsidiaries to deliver services including outpatient pharmacy, procurement, and estates and facilities management. This includes advising eight Trusts on the formation of LLPs for aseptic services and two Trusts on LLP structures for pathology services, with a particular focus on ensuring compliance with the in-house exemption under procurement law.
- **Harlow Regeneration Joint Venture**: on the structuring and subsequent establishment of a LLP joint venture between the Hill Group and Harlow Council in order to carry out regeneration and development activities. The LLP was funded to acquire and develop sites, initially from the Council and then from other parties, to provide housing that meets the needs of the relevant areas (including affordable, social rent and private housing).
- **Hertfordshire County Council - Development Joint Ventures:** on the procurement of a joint venture partner to develop surplus land, including structuring as an LLP and drafting all partnership documentation. We have delivered similar arrangements for multiple councils, each with potential values exceeding £500m.



Louise Watson-Jones
Partner
+44 (0) 191 404 4093
lwatsonjones@dacbeachcroft.com



Jonathan White
Partner
+44 (0) 117 918 2580
jdwhite@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0)20 7405 4600
rcopeland@sharpepritchard.co.uk

Private Law Litigation and Dispute Resolution

How we can help you

We deliver responsive, expert-led litigation and dispute resolution services across a broad range of private law matters, including on defending claims brought against public bodies and commercial entities.

We support clients with:

- **Intellectual property and confidentiality disputes: e**xpertise in enforcing rights related to intellectual property (IPRs), trade secrets, and confidentiality breaches, including urgent remedies such as injunctions and disclosure orders.
- **Tort-based claims:** including malicious prosecution, personal injury, trespass, and false imprisonment.
- **Human rights and data protection litigation:** advising on claims under the Human Rights Act 1998 and GDPR, including reputational risk management and defence against regulatory enforcement actions.
- **Non-contractual cost recovery:** pursuing or defending cost recovery claims where no formal contract exists, often involving public bodies or cross-border elements.
- **Alternative dispute resolution (ADR):** skilled in mediation and negotiated settlements.
- **Emerging risk litigation:** advising on disputes involving ESG claims, cybercrime, data theft, and crypto asset recovery, reflecting our forward-looking litigation practice.

Case Studies

Our teams act for corporates, public bodies, pension schemes, and high-net-worth individuals, offering tailored strategies that balance litigation with negotiated settlement and reputation management.

Our experience includes advising:

- **The Railways Pension Scheme:** one of the UK's largest and longest established pension funds for employees of the UK's Railways, in a complex £115m partnership dispute, breach of contract claims, negligence claims, misrepresentation claims, and shareholder disputes.
- **Royal Mail Group Limited:** in relation to its claim for £10m + losses against the Communication Workers Union arising from threatened strike action in late 2019.
- **A FTSE 100 fast-moving consumer goods company:** in a £70m+ contractual dispute relating to the classification of manufacturing waste.
- **A central government department:** in a major IT contract where the losing bidder claimed the contracting authority had not done enough to neutralise the advantages of the winning incumbent.
- **A large Southeast (of England) Borough Council:** in respect of two challenges brought by two incumbent highways maintenance contractors in a procurement conducted by Lots. The contractor argued the Council's award decisions failed to identify them as the "best" tenderer.



Alex Paterson
Partner
+44 (0) 117 918 2669
apaterson@dacbeachcroft.com



Wesley O'Brien
Partner
+44 (0) 117 918 2118
wobrien@dacbeachcroft.com



Peter Collins
Partner
+44 (0) 7957 471403
pcollins@sharpepritchard.co.uk



Ryan Copeland
Partner
+44 (0)20 7405 4600
rcopeland@sharpepritchard.co.uk

Public International Law

How we can help you

We offer specialist legal advisory services across all aspects of Public International Law, drawing on deep expertise in international dispute resolution and treaty-based frameworks.

We support clients with:

- **International investment arbitration:** advising states, investors, and institutions on disputes under bilateral and multilateral investment treaties, including ICSID, UNCITRAL, and other arbitral rules.
- **State-to-state disputes and treaty interpretation:** legal support on matters involving treaty compliance, interpretation, and enforcement, including issues of sovereignty, jurisdiction, and diplomatic relations.
- **International commercial arbitration:** representation in cross-border commercial disputes under ICC, LCIA, SIAC, and other major arbitral institutions, with experience across energy, life sciences, construction, and financial sectors.
- **Human rights and international regulatory frameworks:** advisory services on compliance with international human rights obligations, including UN conventions and EU law, particularly in relation to healthcare, data protection, and equality.
- **Cross-jurisdictional legal strategy:** coordinated legal advice across Europe, Asia, and the Americas, leveraging multilingual and multi-qualified legal professionals to manage complex international matters.
- **Emergency arbitration and conciliation:** expertise in urgent interim relief and conciliatory proceedings, including appointments to international panels such as ICSID.

Case Studies

Our expertise includes cross-border litigation, trade and investment agreements, and advisory work on international obligations affecting public bodies and commercial entities.

Our experience includes advising:

- **Defended NHS England:** in R (Gardner) v. Secretary of State for Health and Social Care and NHS England. This judicial review examined the discharge of hospital patients into care homes during the COVID-19 pandemic. Engaging with international human rights law (Article 2 ECHR) and the UK's obligations under global public health frameworks.
- **Tavistock and Portman NHS Foundation Trust:** in a challenge to the prescription of puberty blockers to minors. The case raised international legal issues around children's rights, informed consent, and medical ethics.
- **Defended NHS England:** before the High Court and Court of Appeal in R (Professor Stephen Hawking) v. DHSC and NHS England, and R (Jenny Shepherd) v. NHS England and NHS Improvement, two high-profile judicial review challenges to proposals for integrated care partnerships.
- **NHS England:** in the UK's largest public inquiry into the COVID-19 response. The work involves cross-border legal obligations, international health regulations, and treaty compliance in the context of global pandemic preparedness.
- **Windrush Review, Magnox Inquiry, and Cumberlege Review:** acting as official solicitor, we supported inquiries into systemic failures in public administration. These cases involved the UK's obligations under international human rights treaties, including the International Convention on the Elimination of Racial Discrimination (ICERD).



Clarissa Coleman
Partner
+44 (0)20 7894 6311
clcoleman@dacbeachcroft.com



Nora Fredstie
Partner
+44 (0)20 7894 6206
nfredstie@dacbeachcroft.com



Paul Baker
Partner
+44 (0)20 7894 6245
pabaker@dacbeachcroft.com

Supporting Public Inquiries

How we can help you

We provide end-to-end legal support for statutory and non-statutory public inquiries and inquests, acting as trusted legal advisers to Inquiry Chairs, core participants, and public bodies.

Our support for core participants and others engaged with public inquiries is covered on page 25. We support Inquiry Chairs and Panels with:

- **Solicitor to the inquiry:** acting under the Inquiries Act 2005 and Inquiry Rules 2006, including assessment and management of legal cost awards to core participants.
- **Legal advice to inquiry chairs:** advising on all legal aspects of inquiry conduct, including procedural fairness, statutory powers, and public law challenges.
- **Counsel management and spend oversight:** instructing and collaborating with Inquiry Counsel and monitoring legal spend to ensure proportionality and public accountability.
- **Document management and disclosure:** managing large-scale disclosure exercises, maintaining the Inquiry record, and overseeing virtual data rooms and e-disclosure platforms.
- **Protocol development and implementation:** designing and implementing fair, transparent procedures for hearings, evidence handling, and participant engagement.
- **Judicial review defence:** responding to legal challenges brought against Inquiry Chairs, including defending procedural decisions and jurisdictional scope.

Case Studies

We bring deep expertise in managing inquiry procedures, legal spend, and public accountability, with experience across health, justice, planning, and heritage sectors.

Our experience includes advising:

- **The Orgreave Inquiry:** we are appointed as Solicitor to the Inquiry and provide the full Inquiry Legal Team, working with our subcontractor, Eversheds Sutherland International.
- **NHS England:** in the UK's largest public inquiry, supporting disclosure, legal strategy, and reputational risk management.
- **As Inquiry Director for Post Office Ltd:** and represented senior executives in the Horizon Inquiry.
- **As official solicitor:** to the Windrush Review, Magnox Inquiry, and Cumberledge Review
- **With support to the Secretary of State** for **Business and Trade:** acting through the **Insolvency Service**, in litigation concerning the former directors of the Greensill corporate group. Our work included assisting the Secretary of State with a large and complex disclosure exercise, providing litigation support in a high-profile matter involving significant public interest and central government scrutiny.
- **With support to the Secretary of State and the Government Legal Department:** in defending a judicial review brought by Rydon Group Holdings Ltd challenging decisions under the Self-Remediation Terms. The High Court dismissed the claim, upholding the Secretary of State's approach. Our role included advising on public law strategy, case preparation, witness evidence and written submissions.



Alistair Robertson
Partner
+44 (0)20 7894 6020
arobertson@dacbeachcroft.com



Anne-Marie Gregory
Legal Director
+44 (0)117 918 2324
amgregory@dacbeachcroft.com



Justin Mendelle
Senior Partner
+44 (0) 7906 192264
jmendelle@sharpepritchard.co.uk



Jonathan Blunden
Partner
+44 (0) 77884 057383
jblunden@sharpepritchard.co.uk

Sustainable Finance / Green Finance

How we can help you

We provide expert legal support across all aspects of financial services law, with a focus on integrating environmental, social, and governance (ESG) principles into financial products, disclosures, and regulatory compliance.

We support clients with:

- **Green financial instruments:** advising on the structuring and regulation of green bonds, loans, and securitisations, including alignment with international taxonomies and sustainability-linked frameworks.
- **ESG regulatory compliance:** supporting clients with ESG-related disclosures under SFDR, TCFD, and UK taxonomy rules, including risk assessments and reporting strategies.
- **Banking and asset management ESG integration:** legal advisory for banks, insurers, and asset managers on embedding ESG into investment strategies, governance models, and fiduciary duties.
- **Climate and biodiversity risk advisory:** guidance on emerging risks such as climate litigation, biodiversity loss, and nature-positive outcomes, including implications for underwriting and liability.
- **Sustainable infrastructure and Public Sector finance:** advising public bodies on financing clean energy, water, and heat network projects, including subsidy control and procurement compliance.
- **Strategic ESG planning and litigation risk management:** helping clients develop ESG strategies that mitigate litigation risk and align with board-level governance priorities.

Case Studies

Our work spans green bonds, climate litigation, biodiversity risk, ESG disclosures, and financial modelling for renewable energy projects – using strategic insight and practical delivery in supporting sustainable investment, regulatory compliance, and net zero infrastructure.

Our experience includes advising:

- **The lenders on the financing, development and operation of the Cory Riverside waste to energy facility:** conducting red flag due diligence of key contracts including interface arrangements, O&M agreements, and waste supply agreements.
- **A leading natural capital investment manager:** with assets under management >£1bn, on all aspects of its global carbon investment and project financing activities. We advise on the full investment lifecycle from structuring and due diligence to drafting and negotiating complex project, offtake and financing documentation, to ensure that investments are both legally robust and commercially bankable.
- **Sizewell C nuclear power station:** on a range of governance, financing, and shareholder matters in relation to the Sizewell C nuclear power station, one of the largest infrastructure/energy projects in Europe with a value exceeding £20bn. In particular. we advised on the development and implementation of the novel Regulated Asset Base (RAB) financing model, as well as on several critical-path supply chain and construction contracts supporting the project's Final Investment Decision (FID).



Cara Sykes
Legal Director
+44 (0) 117 918 2664
casykes@dacbeachcroft.com



Mike Pearce
Partner
+44 (0) 117 918 2749
mpearce@dacbeachcroft.com



Nimoy Kher
Managing Associate
+44 (0)7467 149 610
nkher@sharpepritchard.co.uk



Meghan Vaillancourt
Associate
+44 (0)7554 173 430
mvaillancourt@sharpepritchard.co.uk

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