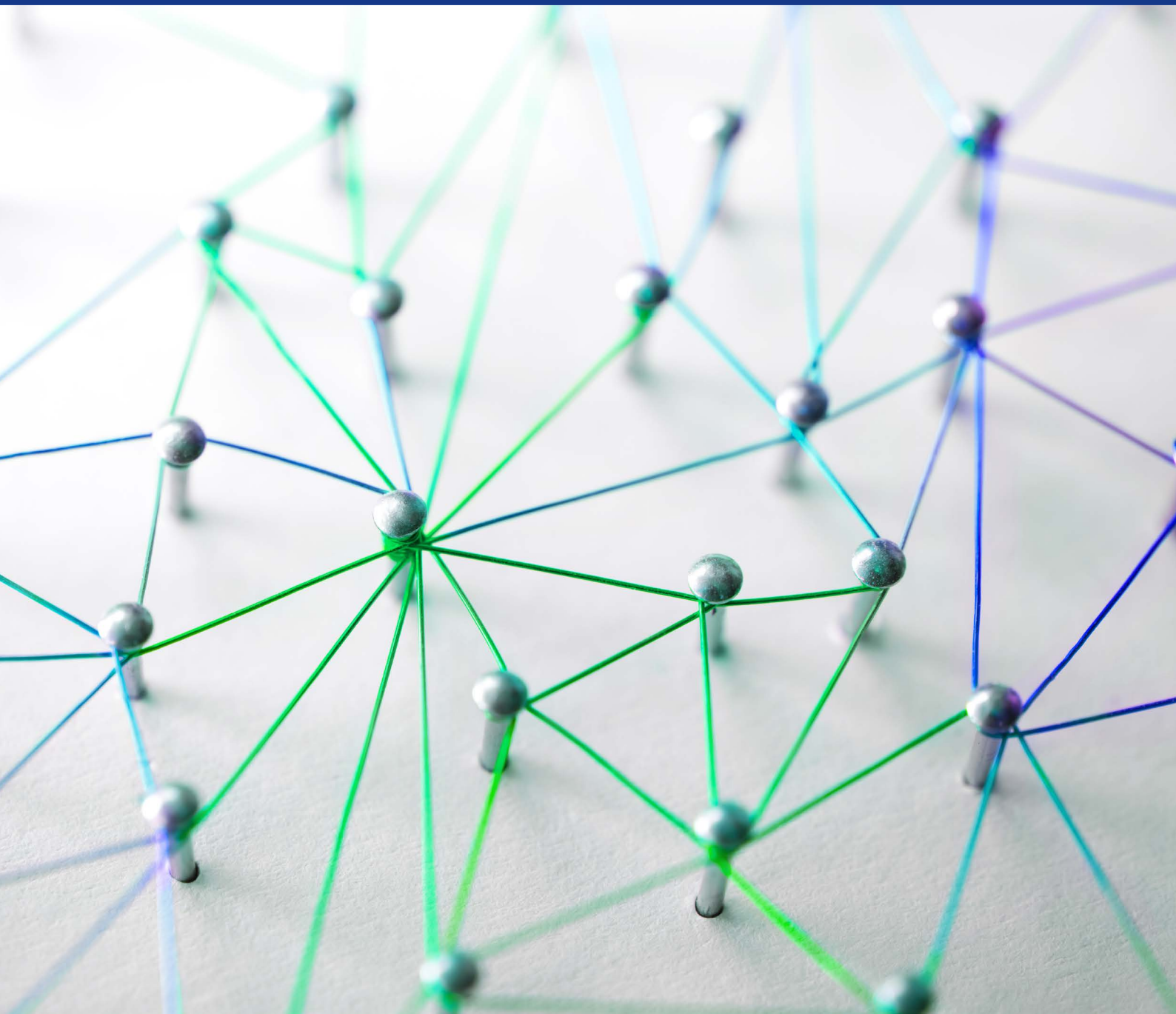


RM6360

Legal Panel for Government

Lot 1 Core Legal Services - Version1 November 2025

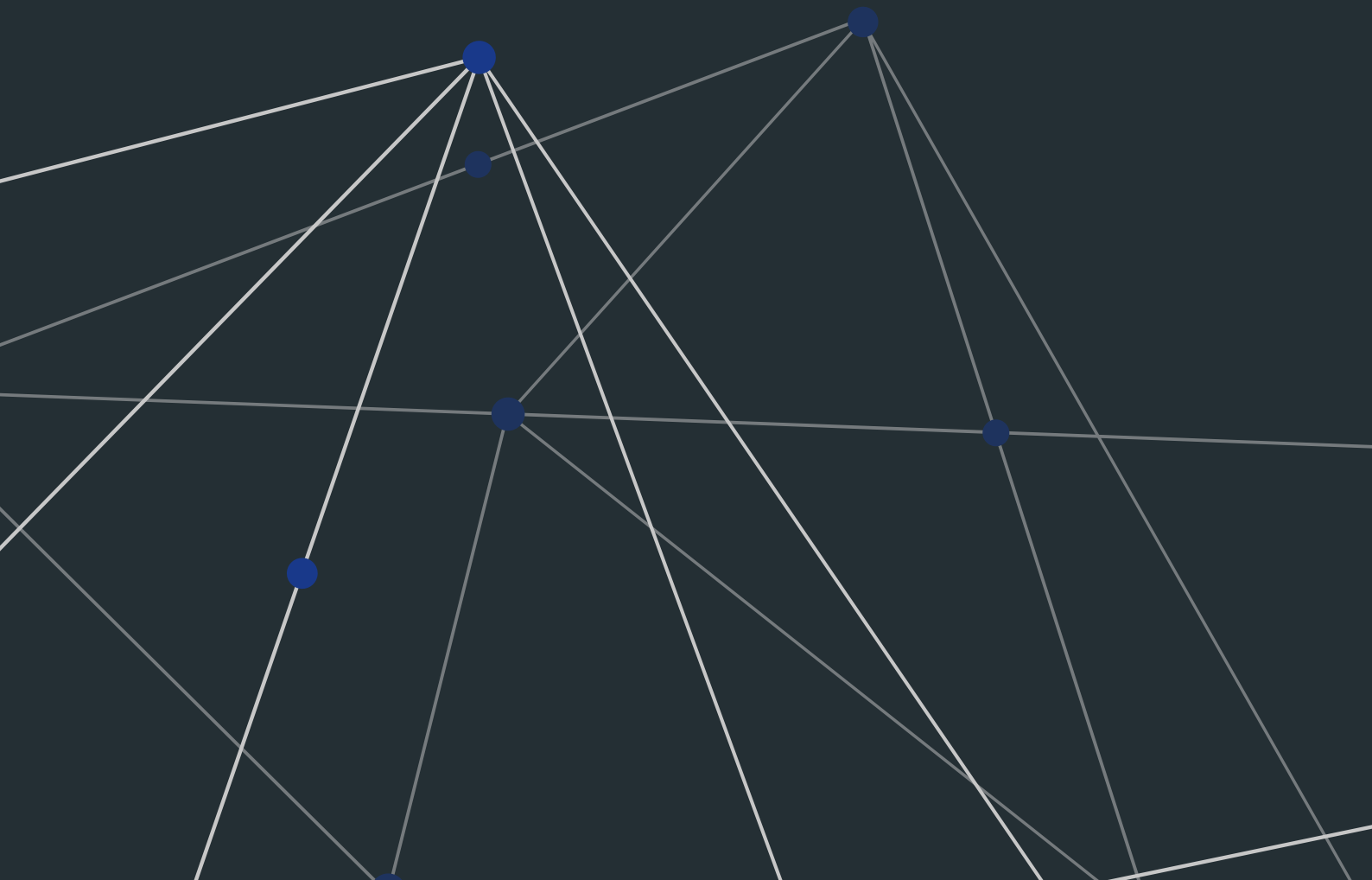


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Disclaimer

The use of information provided throughout (with particular regard to that given in case studies and key contact biographies) is not commercially sensitive, and where it is not a matter of public record then appropriate permission has been sought for inclusion.



Introduction

Trowers & Hamlin is an international law firm with over 170 partners and more than 1100 people located across the UK, Middle East and Asia. With a heritage dating back over 240 years, we are proud to be a trusted legal adviser to central government departments, executive agencies and arm's length bodies.

Our ethos is built around service, quality, integrity and innovation, values that are embedded in our culture and reflected in the way we work with public sector clients. We are collaborative, agile and solution-driven, and we believe in delivering legal services that are not only technically excellent but also commercially astute and politically aware.

With a long-standing reputation for supporting government clients on complex, high-value and strategically significant matters. Our lawyers are deeply embedded in the public sector landscape. Many have held senior in-house roles within government, giving us a unique understanding of internal decision-making processes, stakeholder sensitivities and the broader policy context.

Our work spans across all legal services required by central government, from strategic advisory and legislative reform to dispute resolution and commercial delivery.

We have acted for the Department of Health and Social Care on complex arbitration litigation; advised the Ministry of Housing, Communities and Local Government (MHCLG) on investments into funds and SPVs supporting the delivery of community housing; supported the Department for Transport on a project involving procurement, contracting, data protection and corporate structuring matters; advised the Department for Education on the Free Schools, Priority School Building Programme and wider schools' delivery programme (the Government's largest capital investment in the education sector); and worked with the Department for Digital, Culture, Media and Sport (DCMS) on a pathfinder project exploring a joint venture vehicle with the West Midlands Combined Authority.

Our values: collaboration, providing quality work, agility and humanity are lived every day by our people. We are committed to social impact, diversity and sustainability and we bring these principles into our work with government.

When you work with Trowers, you can expect a team that is:

- Politically aware and commercially grounded
- Responsive, reliable and proactive
- Deeply experienced in central government operations
- Committed to delivering value for money and public benefit

Team structure



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Specialism	Key Contact
MANDATORY	
Assimilated law	Rebecca Reece
Commercial Litigation and Dispute Resolution	Lucy James
Competition Law	Amardeep Gill
Construction Law	Assad Maqbool
Contracts	Amardeep Gill
Corporate Law	Amardeep Gill
Public Law Litigation and dispute resolution	Lucy James
Environmental Law	Amanda Stubbs
Employment Law	Rebecca McGuirk
Finance and Investment	Imogen Fisher
Grants	Amardeep Gill
Information Law including Data Protection Law	Louis Sebastian
Information Technology Law	Victoria Robertson
Intellectual Property Law	Caroline Hayward
Outsourcing	Victoria Roberson
Pensions Law	Martin McFall
Planning law	Jacqueline Backhaus
Projects/PFI/PPP	Assad Maqbool/Amardeep Gill
Public Inquiries - Support to Participants and Inquests	Lucy James
Public Procurement Law	Rebecca Rees
Public Law	Louis Sebastian
Real Estate and Real Estate Finance	Suzanne Benson
Restructuring/Insolvency	Martyn Kolankiewicz
Tax law	Andrew Sneddon

Specialism	Key Contact
OPTIONAL	
Aviation and Airports	Sam Folley
Charities	Sharron Webster
Energy and Natural Resources	Chris Paul
Financial Services	Sean Donovan Smith
Market and Competition Regulation	
Food Rural and Environmental Affairs	Nicola Janus Harris
Franchise Law	Simon Edwards
Health and Safety	Amanda Stubbs
Health Healthcare and Social Care	Louis Sebastian
Housing Law	Rob Bailey
Life Sciences	Assad Maqbool
Merger & Acquisition Activity	Paul Ellaby
Partnership Law	Adrian Jones
Supporting Public Inquiries	Lucy James
Sustainable Finance/ Green Finance	Katharine Lewis

From our UK offices we employ nearly 250 lawyers including 90 partners across the practice areas set out with a core team of 100+ lawyers who are dedicated to Government and the Public Sector regularly draw upon the expertise of this wider team.

Further jurisdictional support is available through our association with Interlaw, a long-established elite global network of pre-eminent independent law firms comprising 8,000+ lawyers based in over 150 cities around the world. We are the only UK law firm member and one of our Partners is currently the Chair of the network.

We do not intend to use Key Subcontractors for any projects procured through this framework.

*Our wider public sector team
draws upon experience of over
55 Partners and more than
180 other lawyers across
our business.*

Social value

Our values are central to everything we do. They underpin our strong culture and guide the way we operate and the way we interact with others.

Our Responsible Business Strategy: Key elements



1. Governance and leadership

Strong governance: Our strategy is underpinned by robust governance, with our Strategic Board setting direction and ensuring commercial objectives align with responsible business commitments. Oversight is provided by our Management Committee and specialist groups (AI Governance, Risk & Audit, Equity, Diversity & Inclusion, Social Impact, Sustainability).

Transparency and accountability: Regular reporting, risk management frameworks, and ongoing training ensure responsible business is embedded at all levels.

Supplier engagement: A recently refreshed Supplier Code of Conduct sets standards on climate change, health and safety, ethics, human rights, diversity, and information security. Supplier onboarding and engagement processes are rigorous, with a structured review of our UK supplier base underway.



2. Inclusion and social value

Diversity targets: The firm tracks and publishes progress against targets for gender and ethnic diversity. As of 2025, 40% of our partners and 64% of all colleagues are women; 15% of UK partners and 19% of UK colleagues are from ethnic minorities. Our targets include increasing female partners to 42% and Black/Black heritage fee-earners to 6% by 2026.

Amplifying voices: Targeted conversations and engagement surveys inform Gender and Race Action Plans, removing barriers to progression and shaping policy.

Allyship and cultural awareness: Initiatives include International Women's Day events, Ramadan awareness, and the Fast for a Day challenge, fostering empathy and inclusion.

Recruitment and social mobility: We partner with the 10,000 Black Interns Foundation and use strengths-based assessments to reduce bias. Our new Solicitor Apprenticeship programme, in partnership with Uptree and other organisations, opens alternative routes into law, supporting social mobility and diversity.

Employee networks: ED&I networks celebrate cultural moments and support inclusion across offices.



3. Community engagement and social impact

Volunteering and outreach: All employees are encouraged to complete 25 hours of volunteering per year, with over 12,000 responsible business hours and 700+ pro bono hours delivered in the last 12 months.

Key partnerships: Collaborations with charities like Let's Feed Brum (supporting homelessness), Peabody (community projects and internships), and Local Village Network (mentoring disadvantaged youth) demonstrate a commitment to practical, local impact.

Pro bono work: Legal advice is provided to not-for-profits and community organisations, including women's centres and university clinics, increasing access to justice and supporting social mobility.

Education and skills: Programmes like the Social Mobility Business Partnership Work Insight and Skills Week and university clinics help young people from disadvantaged backgrounds gain workplace skills and confidence.



4. Environmental responsibility

Net zero commitment: We aim to reduce absolute Scope 1, 2, and 3 greenhouse gas emissions by 50% by 2030 and 90% by 2050 (from a 2019/20 baseline). As of 2025, there has been a 24% reduction in total emissions and a 36% reduction per FTE.

Sustainable workplaces: Office moves and refurbishments prioritise energy efficiency, circular economy principles, and responsible disposal. Partnerships with social enterprises like Waste to Wonder have saved over 46 tonnes of office furniture from landfill.

Travel and commuting: An electric vehicle salary sacrifice scheme and a focus on reducing car journeys support sustainable commuting.

Transparent reporting: We have invested in specialist carbon software for detailed emissions tracking and publishes an annual Carbon Reduction Plan.

Plastic reduction: Initiatives include eliminating single-use cups (over 17,500 avoided), standardising recycling, and supporting The Ocean Cleanup.

Please see our full Carbon Reduction Plan here: [Carbon Reduction Plan 2025](#)



5. Client impact and collaboration

Advisory work: The firm supports clients on ESG projects, including regeneration, green finance, and decarbonisation in social housing.

Thought leadership: Publications, podcasts, and campaigns (e.g., Rethinking Regeneration) share insights on responsible business and social value.

Sector partnerships: Collaborations with organisations like Peabody Trust and The Housing Finance Corporation drive social and environmental impact in client projects.



Social value: thematic highlights

Removing barriers: Focused on gender equity, ethnic diversity, and social mobility through targeted recruitment, mentoring, and alternative career pathways.

Community investment: Volunteering, pro bono work, and partnerships with local charities and educational initiatives deliver tangible benefits to disadvantaged groups.

Inclusive culture: Allyship, cultural awareness, and employee networks foster a supportive, diverse workplace.

Measurable impact: Clear targets, transparent reporting, and regular progress reviews ensure accountability and continuous improvement.

Specialisms – Mandatory

Assimilated law

We are able to provide expert legal advice on the reform and application of assimilated law, which is the body of retained EU legislation that remained in force following Brexit. As the UK government continues to reshape this legal framework to support economic growth and regulatory independence, our public sector and administrative law teams guide central government departments, local authorities, and private sector clients through:

- Understanding the scope and implications of assimilated law
- Navigating ongoing reforms and legislative updates
- Ensuring compliance with evolving regulatory standards
- Supporting procurement, governance, and policy development in light of these changes
- Whether retained/assimilated EU based law is still in force and if not what (if any) UK legislation has replaced it.

Our work helps clients stay ahead of legal developments and align their operations with the UK's post-Brexit legal landscape.

Case study 2

Belfast City Council – retained subsidy control law:
- we advised Belfast City Council in relation to its £1 billion Belfast Region City Deal programme. Our advice also addressed the public sector investment package's compliance with UK subsidy control law and to what extent (if any) the public funding could 'affect trade' in goods and electricity between Northern Ireland and the EU and be subject to state aid law retained for that purpose. We also subsequently advised the client of the impact of the Windsor Framework agreement on assessing whether state aid arises in such circumstances.

Case study 1

Review and updating agreements – bodies accountable to MHCLG

We advise bodies such as Homes England and Strategic Authorities in relation to funding and contractual agreements. We are often instructed to draft legal agreements and periodically review those agreements and where appropriate update references to retained and assimilated law to ensure any superseded provisions are either replaced with indigenous UK legal references or if redundant, deleted.

Our practice means we also monitor retained and assimilated legislation in a range of sectors including construction, the environment and research.

Commercial Litigation and Dispute Resolution

Dispute resolution is at the heart of our business, and we are confident that we can provide an excellent quality of service, with a dedicated team working closely with you to establish a clear litigation strategy at the outset and ultimately, to help you achieve your goals.

We have a significant national Commercial Litigation practice which would ensure that your case would be resourced throughout its duration. We act for many clients in the High Court, across the Commercial, Chancery and King's Bench Divisions and at appellate level. We also have considerable experience in alternative dispute resolution, including arbitration, expert determination and mediation.

We have handled a wide variety of complex and high-value commercial disputes, including those involving contractual disputes arising out of significant transactions and projects.

Regarding our procurement disputes offering, we can the full range of services, from the provision of strategic and risk mitigation advice on prospective challenges, to representation through all stages in High Court litigation (including dealing with injunctive relief) as well as without prejudice meetings and mediation.

Case study 1

Department of Health: Complex Arbitration, Litigation in Pharmaceuticals and Medicines Programme – we were appointed to this panel to act for the Department of Health in high value commercial and competition law claims, generally against multi-national defendants.

Case study 2

Department for Levelling Up, Housing & Communities (DLUHC): We are appointed as legal service provider to DLUHC under the Recovery Strategy Unit (RSU) Legal Support Services Framework. The RSU was established within DLUHC to pursue those responsible for unsafe buildings. We have worked with and advised the RSU providing strategic advice on its recovery options and the merits of bringing applications against various companies and associated persons pursuant to new powers introduced by the Building Safety Act 2022 (BSA 2022). In particular, we have advised the RSU on a complex network of 300+ companies / associated persons and the merits in pursuing Remediation Orders and Remediation Contribution Orders pursuant to sections 123 and 124 of the BSA 2022.

The law in this area is new, evolving and spans a number of practice groups in particular, property, construction and commercial litigation. Our team has experience of working on Remediation Order and Remediation Contribution Order applications in the First-tier Tribunal and Upper Tribunal (Lands Chamber), and has gained valuable experience that we can bring to bear in this new area.

Case study 3

Network Rail: We acted for Network Rail in a challenge by Aviva Capital Partners Limited concerning the contract award decision in respect of the York Central Development (with a project value of £1.1bn). We provided urgent strategic advice and assistance, in conjunction with the firm acting for Homes England. We assisted pre-action, working on a letter of response, reviewing pre-action disclosure and engaging Leading Counsel. We identified potential defences and /or areas of weakness in the claim. Fortunately, it was possible to reach a settlement shortly following the issue of a Claim Form.

Competition Law

Our Competition and Subsidy Control team advises central government, agencies and public bodies on complex legal and regulatory issues. We combine deep technical knowledge with a clear understanding of government priorities, ensuring projects are structured to deliver policy and commercial outcomes lawfully and effectively.

We advise on all aspects of UK and EU competition and subsidy control law, including:

- CMA investigations and market studies;
- Merger control and foreign investment/national security reviews;
- Structuring funding programmes, PPPs and joint ventures;
- Litigation and regulatory engagement; and
- Compliance frameworks and risk management.

Case study 1

Advising on the competition law implications of introducing a national scheme for a widely used consumer service offered by public bodies to consumers through the use of private sector operators, in particular whether replacing bilaterally contracts which involved the public bodies negotiating rates of commission with the private sector operator by a national contract which fixes the rates of commission, will meet the criteria for exemption under Section 9 of the Competition Act 1998.

Case study 2

Advising on the application of the UK merger control provisions in the Enterprise Act 2002 to an acquisition in the care sector.

Case study 3

We have a range of subsidy control and state aid experience advising on the structuring and analysis of funding programmes as well as complex ad hoc transactions. We assist clients to undertake subsidy control assessments in accordance with the subsidy principles and have supported clients including Homes England, the Greater London Authority, Norwich City Council and Mid and East Antrim Borough Council in connection with mandatory referrals to the Subsidy Advice Unit (SAU).

Our advice covers addressing challenge mitigation and risk management strategies in relation to proposed subsidies, including managing pre-action information requests.

We've advised clients on subsidy control for UKRI and Catapult technology investments, HS2 projects, research and bioscience facilities. Our experience also includes advising on structuring spin out joint ventures between universities, research institutions and private sector partners to exploit commercial products.



Construction Law

Delivering public infrastructure demands legal precision, commercial insight and robust governance. We provide specialist construction law advice that supports central government departments and public bodies from procurement to completion.

Our team advises across the full lifecycle of construction and infrastructure programmes, including defence, energy, health, transport and estates. We are experienced in all major standard forms (NEC, JCT, FIDIC) and bespoke terms common to government projects.

Our expertise includes:

- Drafting and negotiating construction, design, consultancy and framework agreements;
- Structuring compliant procurement and tender processes under the Procurement Act 2023;
- Advising on risk allocation, performance, payment and security mechanisms;
- Supporting delivery, variations and termination strategies; and
- Managing dispute avoidance and resolution (adjudication, mediation, arbitration and litigation).

We understand the scrutiny attached to public investment and help clients deliver projects that are transparent, sustainable, legally robust and deliver value for money.

Case study 1

Secretary of State for Education - via his agents the Department for Education and LocatED - Free Schools, Priority School Building Programme, and schools' delivery programme. Advice on projects, commercial matters, property, planning, competition law, and general legal advice and assistance. We advised on approximately 100 school building projects per year. The programme was the Government's largest capital investment programme in the education sector. In total we advised on over 700 individual school projects during the programme. We also advised on complex project and construction disputes.

Case study 2

Houses of Parliament Restoration and Renewal Delivery Authority - we have advised the Authority on the strategy and structuring of a project to deliver the restoration of the Houses of Parliament over the next 15-25 years.

This also included procurement and contractor strategies to enable the Authority to select appropriate project partners and their supply chains to ensure this nationally prominent project is successfully delivered. We also advised on a range of delivery options including adapting existing project contract agreements to support the Authority's successful delivery of the entire programme, including a full options appraisal and advice on best practice. We provided advice on the market engagement exercise.

Case study 3

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Contracts

We advise central government on the full lifecycle of public sector contracts, from strategy and procurement to negotiation, delivery, and exit. Our expertise covers all forms of commercial arrangements, including supply of goods and services, outsourcing and managed services, concession agreements, joint ventures, strategic alliances, and shared services.

We support clients in designing effective contracting structures, managing variations, extensions, and terminations, and ensuring smooth transitions between suppliers. Our experience spans high value and complex commercial projects across infrastructure, ICT, energy, utilities, transport, and regulated sectors. We are increasingly involved in the procurement of AI solutions and have drafted contractual clauses relevant to such arrangements including ethical clauses, enhanced audit provisions, IP clauses on data ownership, model training methodologies and opacity measurement.

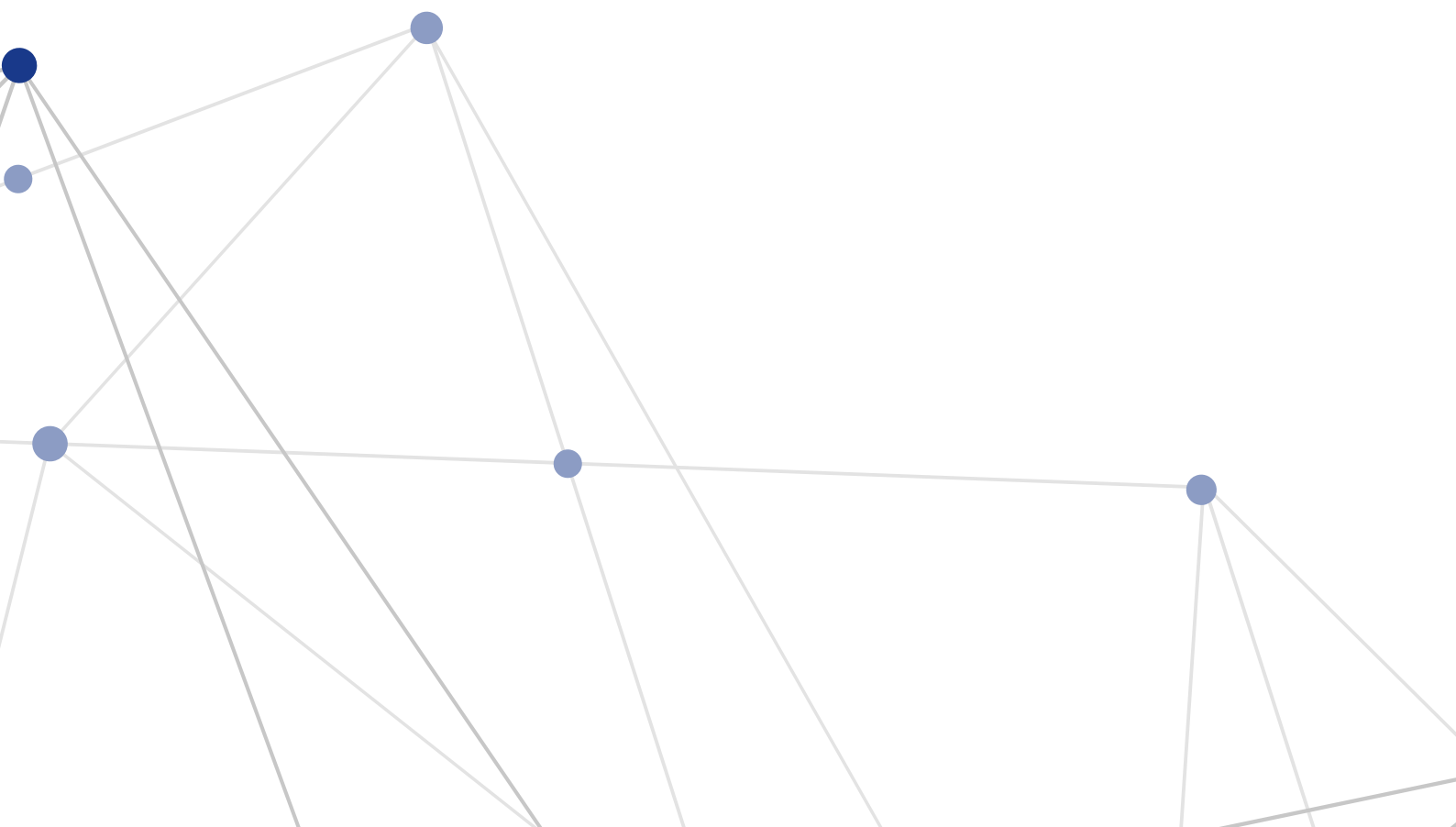
Our team combines deep regulatory insight, including public procurement frameworks and exemptions, with practical commercial acumen, enabling us to deliver legally robust, commercially focused solutions that align with government priorities and value for money objectives.

Case study 1

Department for Transport and Parking Matters: we have worked with the DfT on procurement, contracting, data protection and corporate structuring matters in its project to pilot and roll out the National Parking Platform – a technology solution that enables parking payments to be made for any carpark using any payment app. This included drafting a flexible set of multi-party membership terms that enable parking providers and payment app companies to plug into the NPP; structuring the system in a way that will enable local authorities that operate car parks to use it in compliance with the public procurement regime; data protection evaluation and compliance assurance; and options for corporate structures to host the NPP.

Case study 2

Crown Commercial Service: we advised CCS in respect of their sub-alliancing arrangements to facilitate collaboration across multiple workstreams and establish long-term partnerships. We drafted bespoke strategic alliances for programmes of works as well as multi-disciplinary services for single projects which they use as their models under all their construction services framework agreements based on FAC 1.



Corporate Law

We have extensive experience advising central government departments and public bodies on complex corporate transactions, governance frameworks and legal structuring. Our approach combines technical corporate law expertise with a clear understanding of public sector objectives, accountability standards and statutory constraints.

We advise on:

- Formation and structuring of government-owned companies, joint ventures and trading entities;
- Governance and vires reviews, constitutional drafting and shareholder arrangements;
- Mergers, acquisitions, disposals, capitalisations and reorganisations involving public assets;
- Directors' duties, company secretarial services and compliance with Companies Act 2006;
- Corporate finance, restructuring and innovative ownership models;
- Operating and partnership agreements, including shared service and mutual models; and
- Securities and governance matters linked to public investment and oversight.

Our advice ensures that each structure is legally robust, policy-aligned and designed to deliver transparency, accountability and long-term value for the public sector.

Case study 1

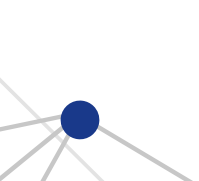
WM5G Limited: advising WM5G Limited on its pathfinder 5G project. This involved working with Department for Digital, Culture, Media and Sport to consider a joint venture vehicle with West Midlands Combined Authority. This involved drafting shareholders agreement, articles, advising on director duties, commercial partnerships and powers. WM5G promotes the uptake of 5G technology in the region – especially in the Manufacturing, Health and Transport sectors. We are providing legal support on corporate, commercial contracts, data protection and telecoms aspects of the project, amongst others.

Case study 2

CareTech: we acted for CareTech in the acquisition of the entire issued share capital of AT Therapy Limited. CareTech has been a leading provider of social care and related specialist services since 1993 and also owns 550 residential homes across Britain. To continue growth and to further its mission to support more people with complex communication skills, CareTech acquired AT Therapy, which is a leading provider of speech and language support therapies and assistive technology and mentoring.

The transaction is particularly interesting because the share capital of AT Therapy is to be purchased from the sellers in three separate tranches. 50% of the aggregate payment for the first tranche of shares was paid upfront, whilst the remaining 50% is to be deferred over a period of two years and will be calculated based on the performance of the business over that period. The payment for the second and third tranches of shares will be made three and four years after the completion of the transfer of the first tranche of shares – such payments are to be calculated based on the performance of the business over that period.

A staggered completion in tranches, together with a series of deferred and earn out payments, ensures that CareTech protects itself from overpaying for the business by holding back a portion of the purchase price until the performance of the business is proved over a sustained period of time.



Public Law Litigation and dispute resolution

Our experience of judicial review and understanding of public law (including human rights) enables us to advise a range of clients, whether claimants, defendants or interested parties in public law challenges.

Many of our cases have involved significant infrastructure or planning matters or where a particular project or plan has faced wide-spread public opposition, where the need to resolve the disputed issue expeditiously is paramount, so we understand the real pressures our clients face. We also assist our clients with preparatory, advisory work including consultation and decision-making.

Many of the matters we are involved in result in reported decisions before the High Court (including the Planning Court) and Court of Appeal. We also have experience before other specialist tribunals.

Our team combines deep public law knowledge with an understanding of government policy, governance and accountability.

Our approach focuses on managing legal, operational and reputational risk, ensuring decisions withstand political, public and judicial scrutiny.

Our work includes:

- Defending judicial reviews across all policy areas, including regulation, procurement, planning, immigration and health;
- Handling statutory appeals, tribunal proceedings and inquiries; and
- Advising on consultation duties, procedural fairness and policy resilience

Case study 1

R (on the application of Inclusion Housing Community Interest Company) v Regulator of Social Housing – we successfully represented this statutory regulator in judicial review proceedings commenced by a registered provider challenging its decision to grade the provider as non-compliant with the regulator's governance and financial viability standards. We continue to provide public law and risk management advice to the regulator.

Case study 2

R (on the application of the London Borough of Enfield) v Secretary of State for Transport – acting in expedited judicial review proceedings before the High Court and Court of Appeal in respect of a challenge to the Secretary of State regarding a major regeneration project and its impact on the East Anglia rail franchise.



Environmental Law

We advise central government departments, local authorities and other public bodies on all aspects of environmental law, combining legal rigour with policy insight. Our expertise spans advisory, contentious and transactional matters, working in a variety of sectors and disciplines to provide environmental due diligence, regulatory compliance advice and legal opinions on onerous environmental liabilities, whether relating to contaminated land, energy efficiency or invasive species.

We support clients in navigating complex compliance frameworks across waste, water, air quality, biodiversity and climate regimes, including obligations under the Environment Act 2021 and the Conservation of Habitats and Species Regulations. Our team is also experienced in flood risk management, environmental impact assessments and heritage issues.

We advise on sustainability governance, ESG and Net Zero reporting, and support energy transition and green finance initiatives. Our work is grounded in a deep understanding of government delivery models, enabling us to provide practical, legally-sound solutions that align with statutory duties and policy objectives.

We also offer tailored training to help clients anticipate regulatory change and manage environmental risk proactively.

Case study 2

London Borough of Enfield: we have supported the Council in delivering one of London's most ambitious regeneration projects — Meridian Water, an 85-hectare brownfield site being transformed into a sustainable mixed-use community. The scheme will provide over 10,000 homes, 6,700 jobs, a new railway station, schools, waterways and extensive green infrastructure.

Our team has played a crucial role in resolving a host of environmental issues that have arisen, from managing and de-risking complex soil and groundwater contamination issues, often deploying innovative risk management structures to do so; advising on the role of environmental insurance to off-set specific remediation risks; as well as advising on potentially-contentious matters arising out of waste and water pollution issues, invasive plant species, asbestos exposure, air pollution, noise and nuisance.

By integrating environmental considerations into the legal framework of the development, we have helped enable the regeneration of a complex site while supporting long-term environmental resilience.

Case study 1

Farnborough Airport Limited: we act for Farnborough Airport Limited (FAL) in respect of its planning application to increase aircraft movements from 50,000 to 70,000, including increased movements at weekends.

We have worked closely with FAL on this matter since October 2022. Our role has been to advise on strategy and support FAL in submitting four planning applications, including the proposed increase in aircraft movements, to ensure the applications are robust and not vulnerable to challenge on environmental grounds. We have advised FAL on all the environmental aspects of the applications, which has entailed engagement with Natural England, several local authorities in addition to the local planning authority, and a number of environmental consultants. We have advised on complex habitats and protected species impacts, human health concerns, air quality, noise nuisance and climate change objections, are now involved in securing tailored obligations to mitigate any impact on the local community and wider environment arising from the increased movements.



Employment Law

We have extensive experience advising central government departments, executive agencies and other public bodies on all aspects of employment law. Our work spans both non-contentious and contentious matters, with a particular focus on complex workforce change. We regularly support clients on TUPE and COSOP transfers, reorganisations, outsourcing, redundancies, changes to terms and conditions, and strategic workforce planning.

We also act in contentious matters including discrimination, whistleblowing, equal pay, industrial relations, and tribunal litigation. Our team is experienced in managing sensitive investigations and senior-level exits, including for statutory officers.

We also provide pragmatic advice on immigration and recruitment, collective consultation and working time compliance.

We understand the operational, legal and political context in which government operates, and provide practical, compliant solutions that support business priorities. We also offer horizon-scanning and policy monitoring to keep clients ahead of legislative change.

Case study 1

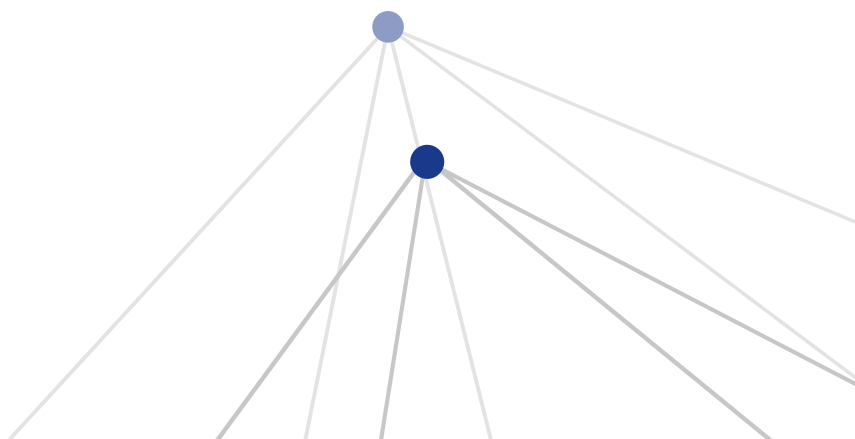
Homes England: we advised the Homes England, an executive non-departmental public body sponsored by the Ministry of Housing, Communities and Local Government, on the reprocurement of its mortgage administration services. We supported the operations and legal teams with ensuring the relevant parties complied with TUPE as appropriate. This was a complex project with a number of challenges (including the potential for changes to transfer dates) but our extensive TUPE experience in the sector meant that we were well positioned to support Homes England in overcoming those challenges.

Case study 2

Regulator of Social Housing: we provide both day-to-day and strategic employment advice to the Regulator of Social Housing (RSH), a non-departmental public body regulating social housing providers in England. Our role includes handling complex disciplinary, grievance, and capability issues, whilst seamlessly integrating with their HR and legal teams. We collaborate closely with the RSH to optimise their relationships with employees and government stakeholders, leveraging our extensive experience to meet organisational objectives and enhance employee engagement.

Our services extend to representing the RSH in employment tribunal litigation, including defending sensitive race discrimination and harassment claims. We are adept at navigating the constraints imposed by HM Treasury's guidance on Special Severance Payments for non-departmental public bodies.

Additionally, we successfully facilitated the transition of RSH staff from the Homes and Community Agency Pension Scheme to the Civil Service Pension Scheme. This complex project involved negotiating with trustees and Homes England, addressing unique legal issues, and drafting bespoke documentation. We provided a comprehensive project timetable and process map, advising on redundancy obligations, employee consultation, and communication strategies. Our expertise in organisational change and pensions was instrumental in the project's success, earning high regard from the RSH.



Finance and Investment

We advise a wide range of lender and borrower clients across the public and private sectors, and we are acknowledged leaders in real estate finance. Our expertise spans general banking (domestic and cross-border), loan agreements, guarantees, security arrangements, trade finance and financial litigation. Our team is comprised of over 30 lawyers in England, which includes 9 Partners with a wider team of partners and lawyers spread across our Middle and Far East offices.

We support a range of public sector clients on their investments including Local and Combined Authorities, Homes England and the Greater London Authority. Our multi-disciplinary teams have a wealth of experience in navigating statutory powers, subsidy control and governance frameworks, ensuring funding arrangements are legally robust and policy-aligned. Some examples of our work are set out below:

Case study 1

Westminster City Council: we advised Westminster City Council on a £235 million loan from Phoenix Life Limited to fund the acquisition of a portfolio of 368 homes for temporary accommodation.

The Council acquired the portfolio through a unique funding structure which used a Credit Tenant Lease to enable the Council to pay for the 368 properties over a term of 42 years and a guarantee from the Council in favour of Phoenix Life. The funding provided includes an additional sum to help the Council achieve an EPC C rating on the properties by 2030.

We advised on the financing arrangements with Phoenix Life and the acquisition of the property portfolio, including the purchase agreement, due diligence and the Credit Tenant Lease. Our multi-disciplinary team covered banking and finance, real estate and governance expertise.

Case study 2

The Housing Finance Corporation (THFC): we advised THFC, a debt capital markets aggregator and provider of institutional finance to registered providers of social housing (RPs), on the structuring and development of its new THFC Sustainable Finance product via a medium term note programme. Under the programme, THFC issues notes to investors. The proceeds of that issue are then on-lent to RPs.

Two separate tranches are contemplated: first, a 'secured' tranche, under which an RP will provide real estate security to secure its loan obligations owed to THFC; and, second, a 'guaranteed' tranche, where the principal and interest payments under the loans and the notes are guaranteed by The National Wealth Fund (NWF). The programme has launched with an initial £150,000,000 investment in respect of the guaranteed tranche of funding from Rothesay, the largest pension insurance specialist in the UK. THFC and NWF hope to grow the scheme to £250,000,000.

We advised THFC on all aspects of the transaction including, structuring advice, advising on all aspects of the medium term note programme, advising on all aspects of the guarantee structure, negotiating the loan guarantee and the note guarantee and drafting the model "downstairs" loan agreements and the supporting model security documentation.



Grants

We provide end to end legal support on all aspects of grant funding, from initial design to delivery and ongoing management. Our team has experience advising central and local government on the legal and public law framework for grant awards, including the design and operation of grant competitions and allocation mechanisms, with a particular focus on ensuring subsidy control compliance.

We draft and negotiate grant funding agreements, associated property and security documents where required, determination letters and MOUs, tailoring documentation to reflect departmental objectives and risk profiles. We advise on individual schemes and bespoke arrangements, including amendments, variations and associated public law considerations.

Our work is underpinned by a deep understanding of subsidy control, procurement, governance, and financial accountability, enabling us to support departments to structure and safeguard grant programmes effectively while achieving policy outcomes. We act for funders and intermediaries, ensuring public funding is deployed lawfully, efficiently and with robust protections in place. We also act for a large number of grant recipient organisations, so are well versed in the techniques that recipients may use in order to water down the grant providers' rights.

Case study 1

Ministry of Housing, Communities & Local Government: we advised MHCLG on £23 million of grant to facilitate 3,337 community-led housing dwellings via two contracts between MHCLG and Community Land & Finance C.I.C and Resonance Limited to implement the policy objective of stimulating investment into community-led housing through conversion of grant into investment.

At the outset, we analysed the Heads of Terms, assessed the legal risks (including managing public monies, vires, subsidy control) and presented a mitigation strategy, including a parent company guarantee and developing a robust recycling mechanism to maximise the impact of the original grant.

In order to protect MHCLG's integrity and reputation, our drafting needed to strike the right balance between funder control and delivery flexibility and we achieved this through negotiations with Resonance, resulting in precisely calibrated anti-fraud, open book, monitoring and grant claw-back requirements.

We structured the grant to reflect the implementation of the Subsidy Control Act 2022 and advised on funder compliance, including challenge risk and detailed advice to enable MHCLG to assess policy-driven mitigation.

Case study 2

Homes England – Social and Affordable Homes Programme 2026 – 2036: we have been instructed by Homes England on the ongoing implementation of the Social and Affordable Homes Programme 2026 - 36 including advising on policy, subsidy control and drafting a suite of new template grant agreements. This will be the largest and longest running affordable homes programme to date.

Our instructions have involved preparation of a suite of template funding agreements which enable Homes England to meet its policy objectives across a range of delivery routes.

A key element of our instruction has been supporting Homes England to meet its requirements under the Subsidy Control Act 2022 which has involved advising on public law and policy as well as how the statutory framework under the Housing and Regeneration Act 2008 interfaces with Homes England's position under the subsidy control regime.

Case study 3

The Greater London Authority – Homes for Londoners: Affordable Homes Programme 2021-26: we were the sole external legal adviser for the GLA's over £4 billion AHP 21/26. Our work included analysing and commenting on the funding guidance, advising on the legal impact on new policy positions, stress testing FAQ responses to the market and preparation of a suite of template grant agreements.

We also advised on subsidy control and how to prepare for the impact of Brexit. This included advising on the mitigation of potential funding delays, transitional subsidy calculation methodology, monitoring and transparency and appropriate drafting to respond to the transitional provisions and the introduction of the Subsidy Control Act 2022.

The suite of template documents were drafted to dovetail with the GLA's statutory rights in respect of grant liability and recovery, minimise the GLA's operational burdens and appropriately balance the allocation of risk between funder and grant recipient. This included new and complex financial reconciliation provisions to accommodate the new fluidity of approach to indicative proposals whilst still protecting public funds.

Information Law including Data Protection Law

We advise central government departments, regulators and public bodies on all aspects of information law, including data protection, transparency and information governance. Our expertise spans UK GDPR, DPA 2018, FOIA, EIR and international data transfer regimes.

We support clients in designing compliant policies, protocols and contractual frameworks for data sharing, outsourcing and joint ventures. Our team provides practical guidance on complex subject access and FOI requests, including exemption handling and commercial sensitivity assessments.

We regularly assist with ICO investigations, data breach response and reputational risk mitigation. Our advice is grounded in public sector delivery models and aligned with evolving regulatory expectations, including the Digital Economy Act 2017 and Open Government Licence frameworks.

We also offer horizon scanning and tailored updates to help clients anticipate legal developments and maintain robust information governance across departments.

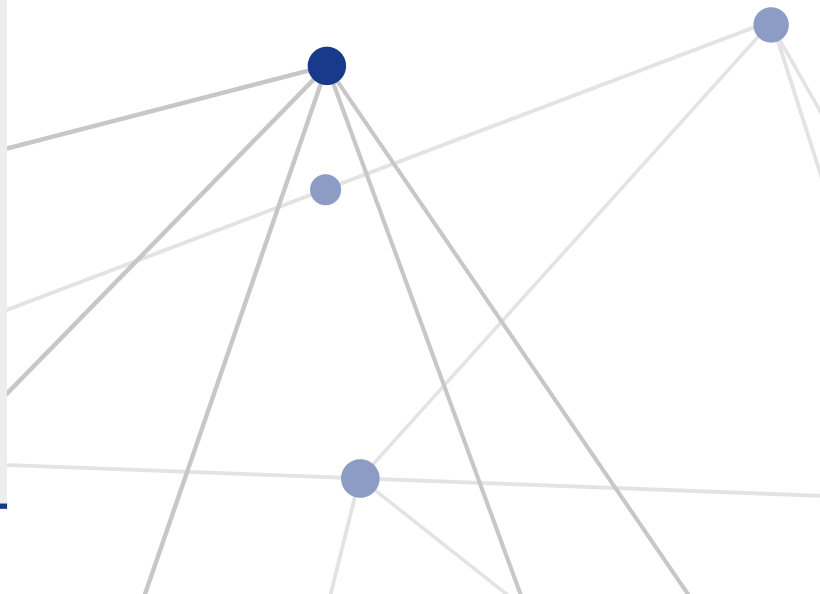
Case study 2

We supported a City Council in responding to detailed and persistent information requests relating to a multi-million pound regeneration project under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. We provided end-to-end support to the response process, mitigated the risks arising from high-profile information disclosure. Our work included advising on clarifying the requests, undertaking information searches and reviews, applying exemptions and carrying out internal reviews. We also helped the Council in responding to subsequent complaints brought to the Information Commissioners Office (ICO). Throughout we provided a strategic approach to information disclosure, ensuring that publishable information was released in the true spirit of the legislation, while genuinely exempted information was retained – ultimately with the agreement of the ICO.

Case study 1

We enabled a technology project funded by MHCLG by providing data protection analysis and assurance in relation to the sharing of personal data between multiple public agencies to help them respond to emergencies (floods, snow, etc). We identified suitable structures and contractual mechanisms that will need to be put in place to ensure compliance with UK GDPR. This has allowed the project to receive the buy-in of authorities and agencies across the region.

Core to this government-funded project is the fact that local authorities are required by law to work with blue light services, housing associations, utilities companies and the NHS to maintain Local Resilience Forums (LRF). These LRFs coordinate the local response to major emergencies in each region. When an incident occurs, it is vital that emergency responders have access to information on where vulnerable households are located and their needs, so that they can provide effective, targeted support. Our advice unlocked the development of a tech-enabled, real-time data sharing platform to enable the secure sharing of these agencies' information about the locations of vulnerable individuals so that targeted help can be quickly provided in the event of an emergency.



Information Technology Law

We advise central government departments and public bodies on all aspects of information technology law, supporting digital transformation, procurement and operational delivery. Our expertise spans IT and telecoms contracting, software licensing, cloud services, managed services, and AI-enabled innovation.

We provide strategic advice on the structuring, negotiation and re-structuring of complex IT contracts, including multi-supplier and service integration models. Our team is experienced in exit, migration and transition planning, ensuring continuity and compliance with public sector governance frameworks.

We support clients on cyber security law and incident response, including investigatory advice and regulatory engagement. Our work is grounded in public sector delivery models and aligned with evolving standards under the Procurement Act 2023, National Cyber Strategy and CCS guidance.

We also offer horizon scanning and tailored updates to help clients anticipate legal developments and manage technology risk effectively.

Case study 1

West Midlands Combined Authority, contactless ticketing project – a national project with input from Department of Transport: we have provided the West Midlands Combined Authority strategic commercial advice on its project to secure a consolidated ticketless system across all modes of public transport in the West Midlands and thereafter rolled out nationally (similar to that of London). This is a strategically, and technologically complex project which requires us to be closely associated with the project team, providing insights to inform the project strategy, commerciality, and risk factors. The project involves the provision of project, procurement, corporate, commercial, subsidy control and funding advice, as well as the drafting and negotiation of complex legal documents.

Added complexity is attributed to the fact the project involves the support of a variety of transport operators, whom the combined authority is exploring the possibility of establishing a joint venture with to ensure the smooth roll out of the solution nationally, requiring the management of a significant number of private sector stakeholders, as well as the Department for Transport.

Case study 2

West Midlands Combined Authority, MaaS Initiative: we advised the West Midlands Combined Authority on their (MaaS) initiative, which aimed to improve how residents plan, book and pay for travel across the region. The project involved the development of a mobile application designed to enhance the user experience while enabling Transport for West Midlands (TfWM) and local transport operators to gather valuable insights into travel patterns.

Our team provided specialist legal advice on procurement and information technology matters, supporting the authority through the drafting and negotiation of complex contractual arrangements. These documents were tailored to reflect the commercial and operational needs of TfWM and its transport partners, ensuring clarity, compliance, and flexibility.

The MaaS project is expected to support and inform future transport initiatives in the region, including e-scooter schemes and Demand Responsive Transport (DRT) services. It represents a forward-looking approach to integrated mobility, combining legal rigour with practical innovation to deliver improved outcomes for public transport users.

Intellectual Property Law

We advise central government departments and public bodies on all aspects of intellectual property law, including contentious and non-contentious matters across patents, trade marks, copyright, design rights, database rights, trade secrets and confidential information.

Our team supports the assignment, licensing and commercialisation of IP assets and we provide strategic advice on IP ownership, exploitation and protection in the context of public sector innovation, procurement, digital transformation and collaborative ventures.

We are experienced in managing IP disputes and enforcement of IP rights, including reputational risk and regulatory engagement.

Our advice is grounded in public sector delivery models and aligned with evolving standards as the law develops to meet the challenges and opportunities presented by technological evolutions.

We also offer horizon scanning and tailored updates to help clients anticipate legal developments and manage IP risk effectively.

Case study 1

Rosemont Pharmaceuticals: we acted for Rosemont Pharmaceuticals Limited (an Inflexion private equity backed pharmaceutical company) on its acquisition of the entire issued share capital of Pharma-Data s.a. and the purchase of assets from Authenda Pharmaceuticals AG.

Our role on this acquisition was to advise the client on the structuring of the acquisitions, all aspects of due diligence, including the co-ordination of Greek and Swiss counsel reporting, acquisition documentation and pre and post Completion transitional arrangements. This included carrying out an IP audit of the IP held in the main pharmaceutical products being purchased as these products were the driving central reason for our client's purchase. In particular, in respect of a number of patents being purchased, we worked with patent attorney's Bailey Walsh to understand the i) sufficiency and validity of the patents being purchased; and ii) ownership details of the patents. We also assisted on drafting and negotiating on the IP aspects of all transactional documents.

This acquisition is important to Rosemont Pharmaceuticals as it strengthens its position as a leading provider of liquid medications in the UK and across Europe giving it the opportunity to expand the combined portfolio further into new markets.

Case study 2

ADNOC: we advise the Abu Dhabi National Oil Company (ADNOC), the UAE's state-owned energy company, on the global protection and enforcement of its intellectual property portfolio and in relation to a number of research and development projects, as well as providing strategic advice on IP ownership, licensing and joint ventures.

We acted as sole advisers on the launch of ADNOC's new global brand, XRG, for its US\$80 billion investment company. Our work encompassed extensive international clearance searches, co-ordinating international trade mark filings, brand protection strategies and securing the XRG.com domain name ahead of its high-profile launch. We also support the protection of new brands including ENACT, ENERGY FOR LIFE and ENERGYAI.

We manage ADNOC's global trade mark portfolio, overseeing applications in over 62 countries and conducting more than 30 contentious actions across Asia, including infringement, opposition and cancellation proceedings. Our work covers trade mark filing strategy, overcoming objections, defending third-party challenges, and aligning protection with commercial priorities.

Our support extends to copyright enforcement (civil and criminal), pre-launch brand advice, licensing, and enforcement against unfair competition. Acting as ADNOC's single point of contact, we integrate closely with the business to safeguard its global IP assets and enable rapid, commercially driven brand launches in multiple jurisdictions.

Outsourcing

We advise central government departments and public bodies on all aspects of outsourcing and insourcing, including first and subsequent generation arrangements across IT, business process and infrastructure services. Our experience spans complex multi-supplier models, service integration frameworks and transformation programmes.

We support clients in structuring and negotiating outsourcing contracts that align with Cabinet Office guidance, including the Outsourcing Playbook and the Procurement Act 2023. Our advice covers transition, exit and re-procurement planning, ensuring continuity and compliance with statutory obligations.

Our team includes employment and pensions specialists who advise on TUPE and workforce implications, enabling seamless and legally robust service transitions. We also advise on governance, incentivisation and risk allocation mechanisms tailored to public sector delivery models.

We offer horizon scanning and tailored updates to help clients anticipate regulatory change and optimise service delivery through alternative models including mutuals and joint ventures.

Case study 1

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Added complexity is attributed to the fact the project involves the support of a variety of transport operators, whom the combined authority is exploring the possibility of establishing a joint venture with to ensure the smooth roll out of the solution nationally, requiring the management of a significant number of private sector stakeholders, as well as the Department for Transport.

Case study 2

London Borough of Barnet, One Barnet: we acted on behalf of the London Borough to complete the biggest service partnership in the history of local government, the One Barnet change programme. The initiative comprised two pioneering, multi-million pound contracts which saw the Council achieve significant cost savings and efficiencies and deliver an improved, seamlessly joined-up service to residents.

The public-private service partnership was achieved through:

A ten-year, £130 million joint venture for Barnet's Development and Regulatory Services with Capita Symonds Limited ("DRS"); and

A ten-year, £350 million contract for New Support and Customer Services Organisation between Barnet and Capita Business Services ("NSCSO").

DRS have delivered high-quality services to residents including planning and regeneration, cemetery and crematoria, land charges, air quality, environmental health, highway network management, trading standards and licensing, transport, and strategic planning services and NSCSO improved customer and support services to residents in Barnet whilst securing long-term savings. The contract includes estates, finance and payroll, human resources, IT infrastructure and support, corporate procurement, revenues and benefits administration, and customer and support services.

Case study 3

Numerous authorities: we have advised many local authorities on the procurement of a long term project partners to provide leisure facilities and related services. These include Ashford, Sevenoaks, Melton, North Hertfordshire, RB Windsor and Maidenhead, Brentford, Rochford, Braintree and Chichester. In these projects we have advised the Council on the procurement strategy, drawn up and negotiated the Leisure Project Agreements and advised on property matters, Business Rate Relief, VAT and performance management issues.

Additionally, we are at the forefront of advising local authorities on implementing changes to current outsourced leisure project arrangements to introduce a Principal/Agency model to take advantage of a recent HMRC ruling on VAT treatment. We advised on the first two completed Agency arrangement for Hillingdon and Hounslow Councils and are advising many other local authorities who are proposing to implement the Agency arrangements.

Pensions Law

We advise central government departments, regulators and public bodies on all aspects of pensions law, including scheme administration, restructuring, closure and consolidation. Our team is recognised for its expertise in the Local Government Pension Scheme (LGPS).

We provide strategic advice on Fair Deal and New Fair Deal obligations, including private sector participation in public schemes, and support clients in managing employer liabilities and avoiding crystallisation risks. Our experience spans public sector schemes such as the Civil Service Pension Scheme, NHSPS, TPS and LGPS, and includes advising on scheme security, government guarantees and public law duties of scheme managers.

We also advise on pensions issues arising from outsourcing, mutualisation and shared service arrangements, ensuring compliance with statutory guidance and alignment with central government policy objectives.

Case study 1

Regulator of Social Housing: we assisted the Regulator of Social Housing (the Regulator) on its proposal and implementation to switch existing staff from participation in the Homes and Community Agency Pension Scheme (HCAPS) to the Civil Service Pension Scheme.

This was a complex and novel project, requiring the parties to understand the nature of the Secretary of State guarantee provided to the Regulator and Homes England and how the operation of that statutory support intertwined with the exit liabilities under the Employer Debt legislation.

We worked with tri-partite arrangements to facilitate the transition and drafted and negotiated bespoke debt management documentation for the trustees and Homes England and supported the Regulator with its application and procedural requirements to become admitted to the Civil Service Pension Scheme.

Case study 2

Inland Revenue: the pensions team are recognised specialists in advising on the treatment of pension protection for staff transferring from the public sector. Since the introduction of Cabinet Office guidance and the annex 'A Fair Deal for Staff Pensions' (Fair Deal) in 1999, the team have advised government departments and service providers on their obligations in respect of providing 'broadly comparable' pension arrangements for future service.

The team has advised on some of the largest central government outsourcings and retention of employment model contracts as well as some of the most significant local government transactions. Martin McFall, who heads the public sector unit was involved in the £1.3 billion Inland Revenue IT outsourcing transaction which, with the assistance of the Government Actuary's Department (GAD), developed issues which helped shape the revised Fair Deal guidance on the treatment of bulk transfer terms.

Case study 3

Crown Estate: the pensions team at Trowers advised the Crown Estate on the sale of four housing estates with a purchase price of £140 million to Peabody Trust. The pension treatment of staff transferring from the Crown Estate gave rise to complex issues of interpretation and application of Cabinet Office guidance and Fair Deal principles. Interpreting the status of the Crown Estate and reaching a commercial solution for the client drew on all the wealth of experience and expertise of advice accumulated by the pensions team on public sector transactions.

Planning law

We advise central government departments and local authorities, as well as registered providers and developers, on all key aspects of planning law, including strategy, policy and delivery. We regularly help to manage long-term and multi-disciplined / complex projects, where advice is required to secure necessary planning consents, environmental mitigation and compulsory purchase orders. We provide effective support and implement effective strategies to help manage such projects and to help identify and mitigate legal risks. We also support clients on planning inquiries, appeals, statutory challenges and judicial reviews, and advise on environmental impact assessments and Habitats Regulations compliance.

We regularly advise on regeneration, housing, transport, commercial and education projects. Our approach integrates planning with property, environmental and public law considerations, ensuring legally sound and policy-aligned outcomes.

We also offer horizon scanning and tailored updates to help clients anticipate legislative change and manage planning risk effectively.

Case study 1

London Borough of Enfield: we have advised the London Borough of Enfield on all planning and CPO aspects of its Meridian Water regeneration, which has been ongoing since 2015. Meridian Water comprises 85 hectares and seeks to provide in excess of 10,000 homes, 6,700 jobs, a new railway station, a new major highway, schools, waterways. We successfully promoted two CPOs, including a major infrastructure CPO, confirmed following a two week public inquiry, that acquired land for remediation, flood mitigation works and a major new highway. We have advised on planning applications for Phase 1 and Phase 2 of the project and we dealt with the associated section 106 agreements, which included TfL and the GLA. We also worked with Homes England as funder providing £170 million for the strategic infrastructure and with Network Rail on the development of a new railway station at Meridian Water. We are currently advising on implementation of the CPO and an appropriation of land.

Case study 2

London Museum: we have been advising the Museum of London on its proposed move from its London Wall home to the former Smithfields market buildings in Farringdon, involving the refurbishment

of a number of large listed buildings and heritage assets. Our work has involved undertaking legal reviews of planning applications and environmental impact assessments prior to submission, including advising on variations of the scheme, and advising on a number of complex land use and heritage issues. We negotiated the section 106 agreement for the matter, as well as a highways agreement with Transport for London in respect of enabling works. We have also advised on conditions and the implementation of the scheme and we assisted the Museum of London to secure consents for enabling works in advance of the grant of planning permission. We have also advised on implications of the Community Infrastructure Levy and are negotiating planning aspects of the land contracts. We are currently advising the Museum of London on planning aspects relating to the lease negotiations as well as negotiating highway agreements for public realm works.

Case study 3

A511 Growth Corridor: we are providing planning advice and promoting a CPO related to the A511 Growth Corridor, a scheme funded by the DfT's Major Roads Fund. The CPO and associated sides roads order were made in November 2023 and heard at a public inquiry in June 2024. Our work has included providing planning advice, strategic advice on the case for a CPO, drafting the statement of reasons, order and notices, advising on private treaty negotiations with landowners and compensation; advising on evidence and issues with statutory undertakers; and leading on the public inquiry process.

Case study 4

Clarion: We are advising Clarion on all planning and compulsory purchase aspects of a regeneration programme in the London Borough of Merton, seeking to comprehensively redevelop three housing estates and create over 2,800 homes. We are undertaking a project lead role on the CPO strategy and are working hand-in-glove with the Council's legal team to promote the CPOs. We have drafted all CPO documents for the first three CPOs which went to public inquiry in February 2024 (confirmed in March 2024). We also continue to provide planning strategy advice, tailored for each estate.



Projects/PFI/PPP

Our Projects team provides end-to-end legal support across all project stages, from business case development through procurement, delivery, and long-term contract management. We have extensive experience advising on complex and high-value projects spanning infrastructure, education, energy, digital transformation, regeneration, and cultural assets.

We advise on all aspects of PFI and PPP, including project establishment, operational delivery, refinancing, variation, and exit strategies. Our lawyers support public sector clients on governance, vires, funding and structuring, risk allocation, and compliance with procurement and subsidy control regimes.

We combine technical excellence with a clear understanding of government priorities, including value for money, social value, net zero and resilience objectives. Known for our pragmatic approach and ability to maintain constructive stakeholder relationships, we help clients deliver sustainable outcomes and safeguard public investment over the lifetime of their projects.

Case study 1

Cheltenham Borough Council: we continued to act for Cheltenham Borough Council on the £1bn Golden Valley PPP project beside GCHQ, will create a cyber and AI innovation district with homes. Offices and green spaces – driving 12,000 jobs and national tech-security growth. WE have advised the Council on the main agreement, which will deliver one million square feet of business space and thousands of homes, with its partner HBDxFactory. The PPP will stimulate the existing cyber security hub which is attracted by GCHQ being based in the district.

We have also advised the Council on the project funding agreement for the first phase of the project – the National Cyber Innovation Centre which forms the centrepiece of the development. The Innovation Centre will be a national resource, bringing together GCHQ, which is based next door, with start-ups and existing technology firms. Under the project funding agreement the Council agrees to fund the Innovation Centre following satisfaction of a complex set of conditions, and HBDxFactory will deliver the facility.

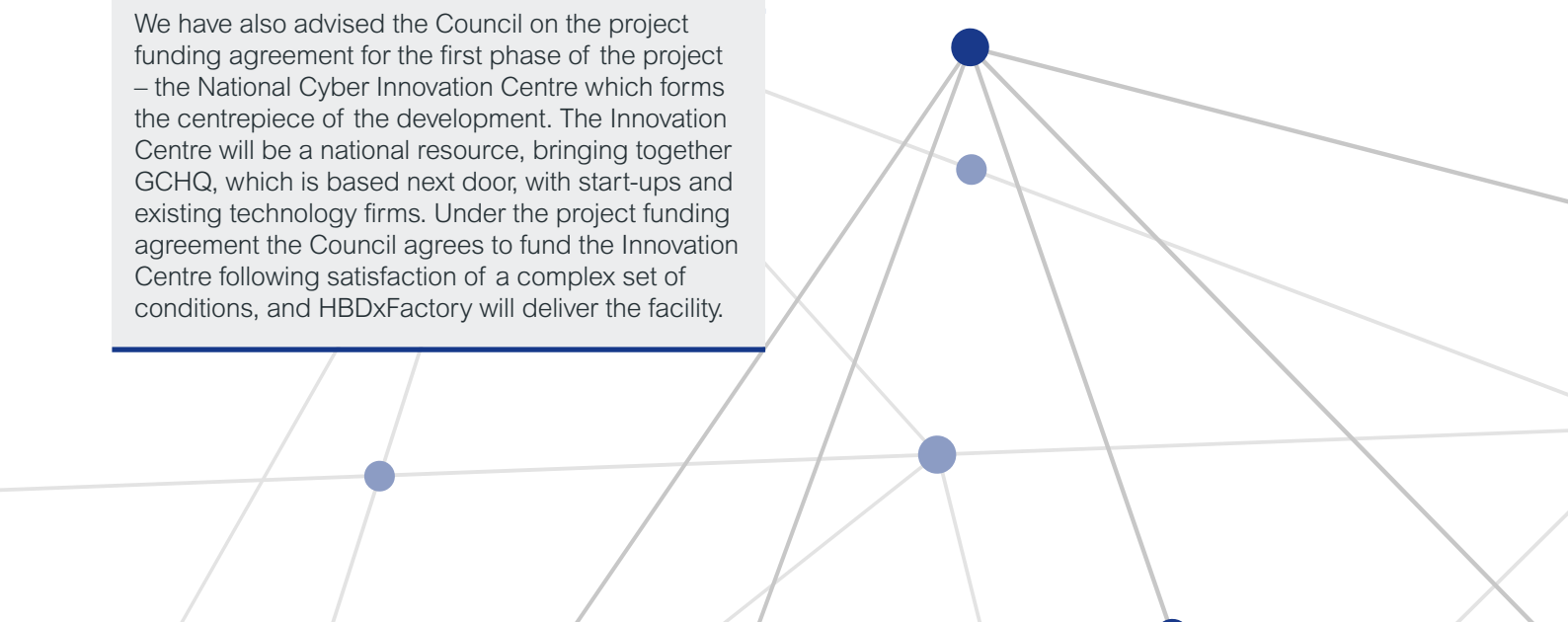
Case study 2

West Northamptonshire Council in relation to the expiry of a PFI contract: this project relates to a technically very complex PFI contract to build, refurbish and operate 42 schools in Northamptonshire and has a capital value of close to £1bn. There was added complexity as the current version of the PFI contract includes a significant number of in-term variations and extensions to the works and services that we were required to consider. In addition, West Northamptonshire is a single unitary council newly formed in 2023 and we have had to consider the impact of this on the PFI contract that was formed nearly 30 years prior.

Our support primarily involved a comprehensive review of the existing contractual documents and explaining the mechanics of expiry. In particular, this included a contractual interpretation exercise to clarify the expiry date, the required condition of the assets on expiry and a review of the adequacy of the existing provisions relating to expiry and transfer of assets.

Another key feature of this project was to create a roadmap of critical contractual milestones up to expiry to assist with the Council's expiry project management. This includes a legal resourcing plan for the Council to refer to at the stages of the expiry process where specialist advice may be required, for example, support with retendering.

We also provided an overview of the PFI company's reporting obligations under the PFI contract so the Council can refresh its contract management processes and ensure good operational contract management is in place in the run-up to expiry.



Public Inquiries - Support to Participants and Inquests

Our team provides strategic and practical legal support to public sector bodies and individuals engaged in public inquiries, investigations and inquests. We have extensive experience acting for a range of clients in high-profile and sensitive matters.

We can advise on all aspects of inquiries, Coroner's inquests, Fatal Accident Inquiries, safeguarding investigations and regulatory proceedings. Our support includes witness preparation, evidence management, instructing counsel, responding to information notices, and reputation and media management.

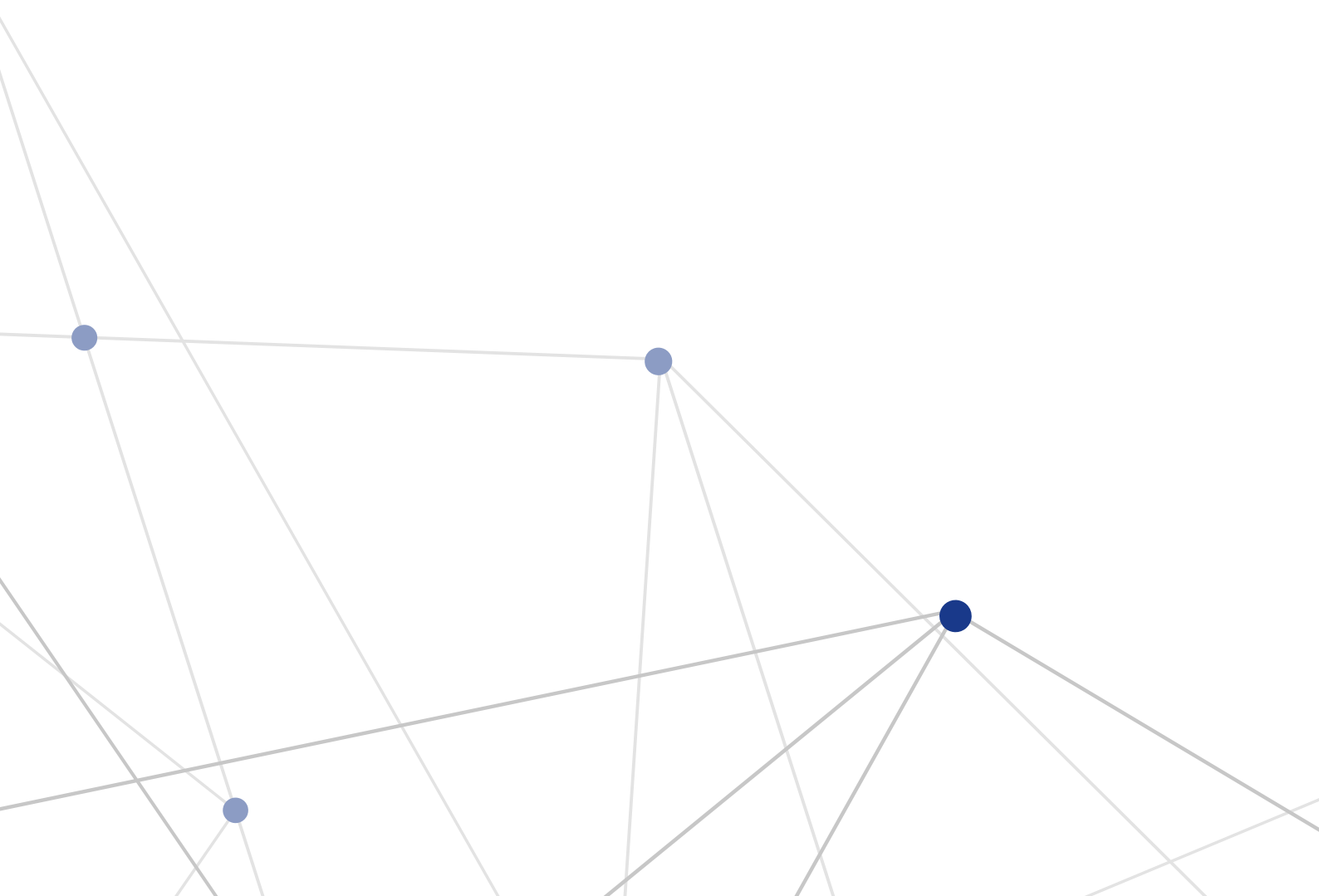
We understand the complex legal, regulatory and political context in which inquiries operate and provide clear, coordinated advice to protect organisational interests while ensuring transparency and accountability. Our team can also advise on related judicial review or regulatory proceedings, enabling clients to manage parallel processes efficiently and minimise risk.

Case study 1

We acted for a client which was asked to participate in the Residential Schools investigation module as part of the Independent Inquiry into Child Sex Abuse. This involved assisting the client with disclosure and the provision of witness evidence pursuant to Rule 9 of the Inquiry Rules 2006, representing them (with specialist Counsel) at the inquiry hearings and supporting the client's witness who gave evidence.

Case study 2

We have acted for a client in relation to a high-profile Inquest concerning the death of a child subject to a Care Order. Our role has involved submissions in respect of applications for disclosure (and the potential application of public interest immunity grounds), representation and advocacy before the Senior Coroner and drafting submissions in respect of the Senior Coroner's High Court application under section 13 Coroners Act 1988 to quash the original Inquest.



Public Procurement Law

We advise central government departments, agencies and wider public sector bodies on all aspects of domestic (including assimilated) and international public procurement law. Our team provides strategic and practical support throughout the procurement lifecycle — from designing compliant and competitive processes to contract award, delivery, and post-award management.

We have deep expertise in applying the previous legislation including the Public Contracts Regulations 2015, Concessions Contracts Regulations 2016 and Utilities Contracts Regulations 2016 and now the Procurement Act 2023, including supporting clients to navigate transitional and reform issues. Our services cover advising on the design of procurement strategies, drafting tender documentation, specifications and evaluation criteria/assessment methodologies, advising on governance and subsidy control, and managing procurement risk and any challenges raised.

We are able to assist in the project management and delivery up of lean, effective procurements: across their life-cycles, from pre market engagement activities to contract management training.

We work closely with contracting authorities on high-profile, complex and regulated procurements across a range of sectors, ensuring compliance while enabling policy delivery, value for money, and social value outcomes. Our experience includes advising on defence and utilities procurements and WTO GPA and trade agreement obligations

Case study 1

UK Atomic Energy Authority (UKAEA): numerous contracts let by central government departments fall outside the scope of the procurement rules but need to be competitively tendered in an auditable fashion, adopting best practice from regulated procurements whilst adopting the nimbleness of non-regulated routes to market. Our procurement team also works closely with public sector clients on the design of competitions that are run outside the scope of the Procurement Act 2023. For example, we have adapted our experience acting for Ellison Institute of Technology, Oxford Limited on the acquisition of its new expanded site at Oxford Science Park, to advise the UK Atomic Energy Authority (UKAEA) on its investment requirements. The UKAEA is leading the UK's research into fusion AI technologies with the aim of positioning the UK as a leader in sustainable fusion energy. We act on behalf of the UKAEA in its strategy to secure

private-sector investment in its Culham Campus and its re-purposing as a globally recognised centre of excellence for fusion. Our work has included:

- the legal analysis of the proposed arrangements to ensure that UKAEA can proceed without further consideration of the Procurement Act 2023;
- designing a route to market that secures interested and committed bidders;
- advising on a multi-criteria decision making methodology that identifies the best investment offer;
- dealing with all legal arrangements, initially in the form of an overarching strategic investment partnership agreement; and
- providing input into the commercial masterplan and the strategic investment partner's business plan.

Case study 2

Westminster City Council: advising the Council on the procurement of its entire repairs works to its housing stock via at least fifteen Procurement Act 2023-compliant procurement procedures. This includes the legal project management of parallel competitive flexible and open procedures all designed to produce a collaborative supply-chain, all working to the same terms and conditions in order to secure value for money increased productivity and enhanced social value outcomes. Our involvement as sole legal provider has included:

- advice on pre-market engagement activities designed to inform WCC on market shape, design and appetite of its proposed delivery model;
- design of a proportionate competitive flexible procedure and open procedure to be adapted to project and market-specific requirements;
- advice on assessment methodologies and evaluation criteria to identify the MAT and avoid a race to the bottom on price;
- contract terms and conditions to aid Procurement Act compliant contract management practices and the delivery of all tender promises; and
- advice on Gold Standard recommendations for public sector framework agreements and Construction Playbook best practice.

Public Law

We advise central government departments and other public bodies on the full spectrum of public and administrative law, including the exercise of statutory powers, constitutional and devolution issues, and the legal frameworks that shape policy development and delivery. Our team includes lawyers with government and senior public sector experience, enabling us to provide clear, pragmatic advice underpinned by an understanding of how government works in practice.

We support clients on legal risk in policy development and implementation, including consultation obligations, Public Sector Equality Duty, and the lawfulness of decision-making. We also advise on compliance with data protection and freedom of information requirements, parliamentary process, and the interface with devolved administrations.

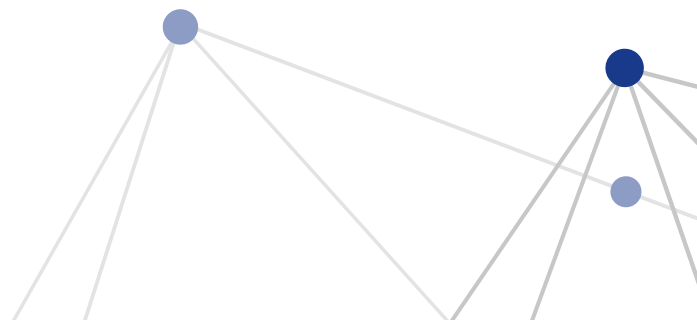
We have extensive experience in judicial review and statutory challenges, acting for defendant public bodies, interested parties and claimants, and providing strategic advice to support robust, transparent, and defensible decision-making.

Case study 1

Multiple Local Authorities: in response to the Government funding provided under the Local Electric Vehicle Infrastructure Fund, we have supported several Councils in developing a procurement strategy and bespoke long-term concession contracts for the procurement of Charge Point Operators (CPOs) to install and operate thousands of Electric Vehicle Chargers on highway land. These contracts will enable residents to transition from petrol to electric vehicles over the next 10 years. Revenues under the concession contracts range from £50m-£300m. Key challenges have been developing commercial drafting to give Councils (1) sufficient control and certainty over charger deployment, (2) appropriate revenue share, (3) suitable KPIs, without stifling the ability of CPOs to innovate and recover their capital investment in infrastructure; and (4) proper interaction with the statutory vires of local highways authorities. Key clients have been Kent County Council, the Royal Borough of Windsor and Maidenhead and Southend City Council. We also acted as legal advisor and critical friend for Midlands Connect as they provided commercial and legal assurance to 22 other local authorities on their EV Charger Concession Procurements.

Case study 2

Department for Transport: we have worked with the Department for Transport and an independent not-for-profit entity to establish the National Parking Platform – a technology solution that enables parking payments to be made for any carpark using any payment app. Our work in enabling the roll-out of this innovative product which will transform parking payments across the country has included Subsidy Control, competition law, public procurement, local government vires, contracting, intellectual property, data protection and corporate structuring matters. Conscious of the underlying policy and governance needs underpinning this DfT-originated scheme, we helped all parties navigate the sign-off requirements of DfT – allowing the spin-out of this technology solution from government project to independent entity, maintaining the confidence and buy in of public and private sector stakeholders along the way.



Real Estate and Real Estate Finance

We are a market-leading adviser on all aspects of real estate and real estate finance, with a dedicated Public Sector Real Estate team that understands the strategic and operational context of Central Government. Our expertise covers:

- Private residential investment and development: providing specialist advice on acquisition, disposal and development across all types and scales of residential real estate whether for sale or rent, from individual apartments to major new urban quarters;
- Regeneration and new urban communities: understanding, of not just innovative structures and funding mechanisms, but of the human elements built through decades of experience on large, complex urban development;
- Build-to-rent: Advising on different BTR models in a tax efficient and investment friendly way covering the full spectrum of legal issues from structuring the transaction to operating and letting building
- Commercial investment and development: our expertise covers advice on acquisition, disposal and development across all commercial real estate sectors;
- Affordable and social housing: we have long-standing relationships with Government agencies responsible for the funding and regulation of affordable housing and work with local authorities, housing associations and developers on the delivery of affordable housing; and
- Asset management: we act on all aspects of asset management (including new leases, renewals, surrenders, variations and licence applications) for large portfolios of residential, commercial and mixed use property.

We also act on all aspects of real estate litigation including landlord and tenant disputes, rights of light issues and disputes with neighbouring landowners.

Our work is frequently complex and innovative and covers clawback and overage agreements as well as bespoke option arrangements, development agreements and funding structures. We offer integrated advice that protects public assets and supports long-term value. We are very used to providing advice which ensures that delivery of a transaction is aligned with other key priorities such as net zero requirements, social value and the efficient use of the public estate."

Case study 1

Secretary of State for Education – development of Ark Sloane, London: we acted for the Secretary of State for Education in relation to the development of Ark Soane, London to provide a mixed-use residential and education scheme. This included the initial acquisition of the site, the procurement of the preferred developer, advice on the application of Section 203 and the negotiation of the complex development agreement with Countryside including negotiating two residential headleases and an underlease back to SoS. The project has also required the negotiation of energy supply agreements for the sustainable energy centre at the development (including the utilisation of a ground source heat pump).

Case study 2

London Museum: we are advising the Museum on the relocation from its current site on London Wall to a new location in Smithfield Market. The relocation is part of a plan to create a new cultural hub in the City with outstanding links to the rest of London. We are advising on all aspects of the project including real estate (the Agreement for Surrender and New Leases and reporting on the complex title to the site), all aspects of the procurement strategy and construction documents, planning and highways matters and regulatory issues such as compliance with the Museum Acts and charities requirements.

Case study 3

Cheltenham Borough Council: we act for the Council on its Golden Valley development. We advised the Council on the master Development Agreement for the site, which will deliver one million square feet of commercial space and over a thousand homes, with its partner HBDxFactory, a joint venture between Henry Boot and European developer Factory. We have also advised the Council on a Development Funding Agreement for the first phase of the project – the National Cyber Innovation Centre - which forms the centrepiece of the development. The Innovation Centre will be a national resource with GCHQ as anchor tenant.

Restructuring/Insolvency

We advise on all aspects of contentious and non-contentious restructuring and insolvency, including where insolvency arises within critical supply chains or involves entities delivering essential public services. Our multi-disciplinary team has extensive experience supporting clients to assess and mitigate the consequences of supplier distress or failure, including service continuity planning, enforcement of step-in rights and contract novation to help manage the unique complexities and challenges associated with financial distress and insolvency in the public sector.

In conjunction with teams specialising in landlord and tenant, real estate disputes, vires, governance, corporate, state aid, procurement, finance and asset management, we can help central government departments and public bodies to manage key projects and provide legal assistance in areas that may be outside of their own expertise or where they require additional support. We can help manage and/or restructure commercial investments to minimise the impact of a financial downturn, ultimately helping to deliver the best returns on portfolios. Our work is informed by knowledge of public law, procurement regulations and reputational sensitivities associated with government-linked insolvencies and special administration regimes including in regulated sectors such as energy, education and health

We also advise on the Corporate Insolvency and Governance Act 2020, including restructuring plans and moratoria to protect viable entities.

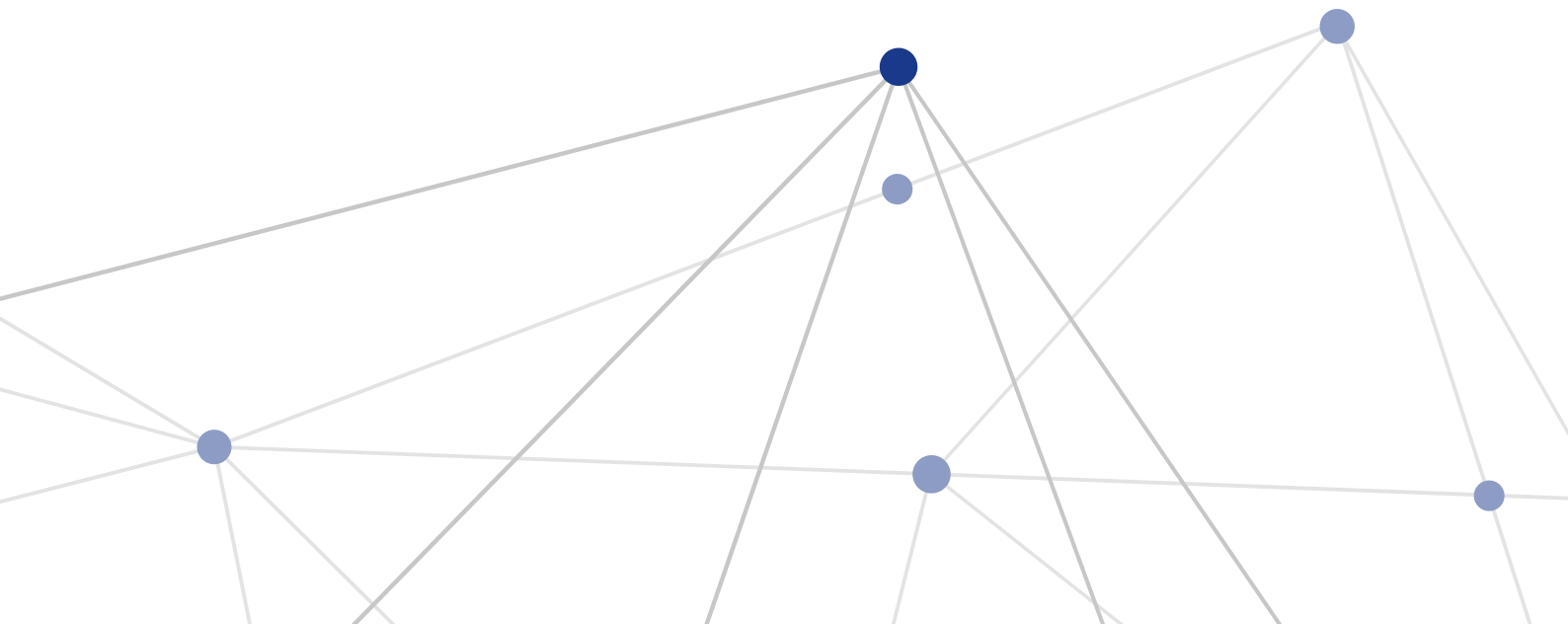
Case study 1

Four companies within the Cineworld Group, the second largest cinema chain in the world, secured court sanction for contested Part 26A Restructuring Plans. The Plan Companies proposed restructuring plans which enforced rent reductions or lease terminations upon landlords for a large number of cinemas.

The Plans were controversial and strongly objected to by landlords, but the Court sanctioned them nonetheless. We acted on behalf of Hinckley and Bosworth Borough Council ("HBBC"), a landlord creditor of Cine-UK Limited for one of the premises earmarked for closure. Following productive negotiations with the Plan Companies, a commercially viable settlement was reached. Less than 2 days before the sanction hearing, HBBC was removed from the Plans. As a consequence, the Cineworld at Hinckley has not been closed and it continues to trade.

Case study 2

We acted for Great Manchester Chamber of Commerce in relation to the restructuring and rescue of GMCC's business through a pre-pack administration. This was a complex restructuring of a historic and important institution within the Manchester business community and advice was required across restructuring, employment, pensions, banking and property teams, working with the directors to identify and implement the best option for GMCC's stakeholders. The restructuring led to the preservation of jobs and continuity of the services which the Chamber provides locally and internationally.



Tax Law

We provide clear, strategic tax advice to central government departments and public bodies, helping them navigate an increasingly complex fiscal and regulatory landscape. Our team advises on the application of direct and indirect taxation, including corporation tax, VAT, stamp duty, and have specific in depth experience in relation to real estate tax matters arising from major projects and regeneration schemes.

We work closely with clients to ensure compliance, manage tax risks, and optimise outcomes over the life cycle of large-scale programmes and transactions. Our expertise includes advising on tax structuring for infrastructure and estate transformation projects, funding arrangements, and procurement strategies.

We combine technical excellence and work in co-operation with the other experts within the firm, who have a detailed understanding of the operational and policy environment in which government operates, which allows us to provide legally robust, pragmatic and value-driven tax solutions.

Case study 2

London Borough of Barnet: we have advised a large number of local authorities, and registered providers of social housing, in relation to the tax issues relating to the provision of social housing over a long period, such as in relation to large scale voluntary transfers (LSVTs), the incorporation and operation of local housing companies and large scale regeneration projects. One of the more recent issues we have been advising on is the beneficial change for local authorities who are acquiring property for the provision of social housing. We advise a number of clients in relation to the claiming of relief from SDLT on qualifying property purchasers which are funded with appropriate grant or public subsidy, including practical and pragmatic advice on record keeping in order to improve their ability to claim relief, and successfully making claims for the refund of overpaid SDLT for the London Borough of Barnet due to the historic failure to claim relief when it was available.

Case study 1

Leicester County Council Pension Fund: we advised the LCCPF in relation to the tax issues involved in restructuring how it held some of its investments, effectively exchanging its partnership interests in a number of limited partnerships for an interest in a new overarching, or umbrella, limited partnership in a different jurisdiction. The advice covered the corporation tax, value added tax and stamp duty position, including the availability of reliefs in order to achieve a tax neutral outcome for our client.



Specialisms – Optional

Aviation and Airports

Our Airports and Aviation team brings together specialists from across our Commercial Litigation, Corporate, Real Estate, Fraud, and Banking & Finance practices to provide integrated legal support on domestic and international aviation law, airport operations and airspace management. We have extensive experience advising on regulatory frameworks, airspace modernisation, ESG integration and the interface between aviation policy and operational delivery.

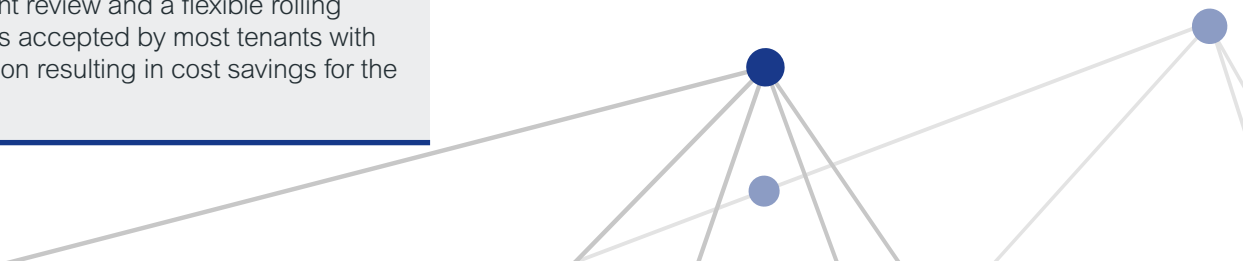
We act for a range of public and private sector clients on issues including procurement, asset financing, aircraft leasing and recovery, EU and UK regulatory compliance, cybersecurity, passenger rights, and emerging risks such as drone use. Our Real Estate team advises on aviation-related property, including planning, development, safety zones and security requirements.

Case study 2

777 Partner & 600 Partners: We act for the defendants (777 Partner & 600 Partners) in a multi-million pound High Court claim pursued by lessors of four aircraft formerly operated by Canadian carrier Flair Airlines, over allegations of non-payment and breach of guarantees. The dispute centres on the leasing of three Boeing 737 Max 8s and a Boeing 737-800. Proceedings are ongoing with pleadings having been served in what is complex multi-party litigation with issues of English and Canadian law.

Case study 1

Farnborough Airport Limited, Lease and title simplification: we acted for this client on an extensive process in simplifying the title to the Airport which involved liaising with third parties to remove unnecessary or historic restrictions, easements and covenants, collapsing the leasehold structures and transferring the freehold to the airport operating company. As well as detailed analysis of the complex title, we also advised on the tax consequences. This project has overall improved the efficiency and reduced the costs of transactions involving the airport's land. We also acted for this client to put in place simplified occupational lease structures for all occupational tenants of the airport, to reflect the substantial increase in occupiers at the airport in new offices and hangars. The client and its occupiers required flexibility to move around within the airport space, while the client also provides a full range of services similar to serviced offices, included in the rent. A bespoke short form all-inclusive lease was prepared, which incorporates a full range of airport specific rules and regulations, an index linked rent review and a flexible rolling break. The lease is accepted by most tenants with very little negotiation resulting in cost savings for the client.



Charities

We provide specialist charity law advice to a range of clients, from central government departments and public bodies through to private entities looking to utilise charity structures in their own dealings. Although we act for major charitable funds (such as the Patrick and Helena Frost Foundation) and for charities spanning the biggest in the country to the smallest, our focus is on large, dynamic and innovative charities that are commercially active, particularly those delivering public services. We offer responsive, pragmatic, solutions-focused counsel which is commercially sound and grounded in an understanding of charity law and practice to help you manage critical relationships, structure robust contracts, and mitigate legal risk.

Our expertise spans the broadest range of subject matters: corporate, contractual matters, charity governance, regulatory compliance and the specific challenges at the interface of charity and public law, procurement, safeguarding, data protection, management of charitable assets, finance, tax, construction, litigation etc. Grounded in the practicalities of public service delivery, our advice helps you secure vital charitable services, achieve value for money, and support the sector's contribution to public outcomes.

Case study 1

Plymouth Diocesan Trust: we advised Plymouth Diocesan Trust on the restructuring of its governance including the establishment of Plymouth Diocesan Trustee Company Limited to replace individual trustees as the sole member of the incorporated trustee body Plymouth Roman Catholic Diocesan Trustees Registered (PRCDTR) including updating the principal trust deed for the charity and the certificate of incorporation of PRCDTR including obtaining relevant approvals from the Charity Commission.

Advising PDT on the establishment of Caritas Diocese of Plymouth as a registered charity subsidiary of the main trust including incorporation of Caritas as a company and applying to the Charity Commission for registration.

Advising PDT on structures through which to undertake a proposal for redevelopment of land owned for residential purposes including the establishment of a development company and a potential joint venture LLP and liaising with the Charity Commission in respect of this proposal.

Case study 2

Two of the Country's largest healthcare charities: we acted for these two Charities in relation to the assignment of the rights to join a group action claim against a mainstream bank. We acted for around 20 claimants (in a Group Action) respect of Shared Appreciation Mortgages ("SAMs"), widely mis sold in the 1990s and recently deemed to be illegal. The Group Action claim value is yet to be determined but is anticipated to be significant and a seven-figure sum.

The Charities are the residuary beneficiaries of an estate that stood to lose over a large sum in the repayment of the SAM entered into by the deceased and the bank. The deceased's executors were unwilling to progress the claim, and a Deed of Assignment ("DoA") was negotiated to assign the rights to bring the claim against the bank to the Charities. The DoA's terms were complex taking into account the specific requirements, concerns and policies of the two Charities and their priority in limiting their future exposure to liability under the DoA.

We also advised the Charities in respect of Charity Commission endorsement and/or guidance being obtained in respect of the claim against the bank, and our instruction was extended to liaise with the Charity Commission on behalf of the Charities throughout the Group Action.

Case study 3

Anchor Hanover Group: we have worked closely with this large care charity on it increasing its tech and digital footprint. By way of example we reviewed and negotiated an agreement with a key new service provider, Plentific, which provides AI-backed property management software to undertake automated workflows and to enable residents and contractors to engage via its platform.

Our role was to negotiate and finalise three separate agreements, being a services agreement, a software as a service (SaaS) agreement, and a data processing agreement. This was important to the charity as using an AI backed service provision to reduce time and increase efficiency when dealing with repairs and contractors is to revolutionise this area of its business. The software provider was, additionally, providing its platform to our client to be used in a new manner i.e. in a private instance of the software.

The platform will be used to support Anchor's 65,000 residents and over 54,000 homes, serving as the central hub for 200,000 work orders per annum. It will also be integrated with all Anchor's other key systems including housing management, contractors and accounting software.

Energy and Natural Resources

Our Energy and Sustainability team works closely with other specialist lawyers from across the firm. Broad in experience, we work across the energy sectors in the UK and internationally. We advise on everything from utility connections

and supply contracts through to generation projects, renewables, battery storage, low-carbon heat networks and energy efficiency/decarbonisation measures. Practical and hands-on, we have an intrinsic understanding of all aspects of energy and sustainability projects – from initial strategy and risk management to procurement and tendering, management of funder requirements and the construction and operational phases. This, coupled with our extensive experience

advising on the full range of enabling documents (including consortium arrangements, shareholders agreements, project agreements, concessions, financing documents and EPC and O&M contracts), gives our clients a clear commercial advantage.

We advise some of the largest and most innovative developers, helping them successfully negotiate utility connections, heat concessions, EV charging infrastructure, onsite energy generation/storage, electricity supply agreements and retrofit/decarbonisation projects. We act for owners, sponsors, lenders, bidders, developers and investment companies across the range of energy projects. We also provide advice for clients who are structuring or negotiating corporate finance, project finance and strategic investment opportunities to support these projects.

We've made it our mission to help clients comply with regulations, address changing markets and deliver net zero and ESG initiatives. Our knowledge of the energy market, heat networks and utility regulations helps clients deliver critical energy infrastructure, implement retrofit programmes and develop effective energy strategies.

Case study 1

Heat Networks – Barking Riverside - (a JV between L&Q and the GLA): Barking Riverside is the largest housing development in east London, with over 20,000 homes and commercial and community facilities. We advised Barking Riverside on its 40-year district heating concession arrangement with L&Q Energy, including negotiating the Master Concession Agreement (between BRL and the ESCO) and the form of Connection Agreement (between the ESCO and each Plot Developer). We advise BRL on the practical implementation

of the heat concession, including the flowdown of obligations to property documents. We are also advising on the proposed decarbonisation strategy for the heat network, and the interface with plot developers. We also advised on the wider infrastructure for the site including the innovative vacuum waste network, the waste transfer facilities (both installation and operation/maintenance contracts) and utility connections.

Case study 2

Renewables – Admin Authority for the West Midlands Pension Fund: we advised the client on the deployment of rooftop solar installations across its portfolio of logistics sites. This included strategic advice on the terms and structure for the installation and subsequent rights and responsibilities as between the relevant landlord and tenant. This also included developing template lease amendments, works agreements and negotiation of the same for deployment on specific sites.

Case study 3

Retrofit – We advise local authorities and social landlords on grant funding arrangements. Currently we are advising a range of landlords on Wave 3 of the Warm Homes: Social Housing Fund (building on our experience of advising on the SHDF Demonstrator and Waves 1, 2.1 and 2.2). We provide tailored advice on the key risks and obligations under the Grant Funding Agreement and Data Sharing Agreement with DESNZ. We also assist clients with subsidy control analysis, the interface with other obligations/funding routes (eg HUG2 and ECO4) and the flowdown to delivery contracts. Where landlords are bidding as a consortium, we draft the consortium agreement, review obligations and advise on flowdown issues.

We are also advising a number of landlords on the procurement of third party financed retrofit models, including “Energy as a Service”. This includes advice on procurement, subsidy control, landlord and tenant implications, negotiation of risk issues, advice on vires/governance and tax. Currently, these models are focused on rooftop solar PV and battery storage, but with the potential to expand to low-carbon heating and building fabric upgrades. We also advise on other financed approaches, including Energy Performance Contracts for public buildings and hospitals.

Financial Services Market and Competition Regulation

We provide comprehensive legal services in financial services regulation market conduct and compliance advising clients across the public and private sectors. Our expertise encompasses:

- Financial Services & Markets Acts 2000 & 2023: Advising on compliance with UK financial services legislation, including the regulation of financial markets and institutions and the promotion of investments;
- UK Listing Authority and Exchanges: Assisting clients with the regulatory requirements for listing securities on UK stock exchanges, including compliance with the Financial Conduct Authority's rules;
- Takeovers & Mergers: Advising on the legal aspects of corporate transactions, including mergers, acquisitions, and takeovers, ensuring compliance with relevant laws and regulations;
- Subsidy Control & Legacy State Aid: Providing guidance on the UK's subsidy control regime and the treatment of legacy state aid, ensuring compliance with competition law principles;
- Emerging Technologies in Financial Services: Advising on the legal and regulatory implications of new technologies in the financial sector, including the use of crypto assets and digital currencies;
- Subsidy Control & Legacy State Aid: Providing guidance on the UK's subsidy control regime and the treatment of legacy state aid, ensuring compliance with competition law principles; and
- Emerging Technologies in Financial Services: Advising on the legal and regulatory implications of new technologies in the financial sector, including the use of crypto assets and digital currencies.

Case Study 1

Assisting our UK based client to develop and launch a new technology driven trading venue supporting foreign exchange derivative trading including but not limited to preparing user terms, compliance procedures, market conduct rules and application to the FCA. This work involved working closely with the client's senior management team, supporting the development of internal procedures related to the use of technology and liaising with the FCA.

Case study 2

Advising multiple clients on the use of distributed ledger technology to support their business models and investment products including working with the Gibraltar regulator to approve a retail facing private equity investment platform based on DLT using crypto utility tokens as well as supporting new market entrants to develop UK compliant services using DLT enabled solutions.



Food Rural and Environmental Affairs

We provide strategic legal counsel to central government departments and public bodies on the full spectrum of food, rural, and environmental law. Our expertise spans the regulatory frameworks governing food safety, agricultural policy, animal health, and environmental protection, including water quality, waste, and chemical regulation.

We are skilled in managing complex regulatory investigations and prosecutions, offering robust defence strategies and advising on major incidents such as food contamination or animal disease outbreaks. Our team is adept at navigating the post-EU regulatory landscape, advising on compliance, market access, and the implementation of new technologies and sustainable methods. We support the development of effective policy and enforcement actions, helping you manage risk and achieve public policy objectives across these critical sectors. We understand the difficulty of balancing environmental protection with the needs of the farming community, importance of maximising food production and the opportunities offered under the Landscape Recovery schemes.

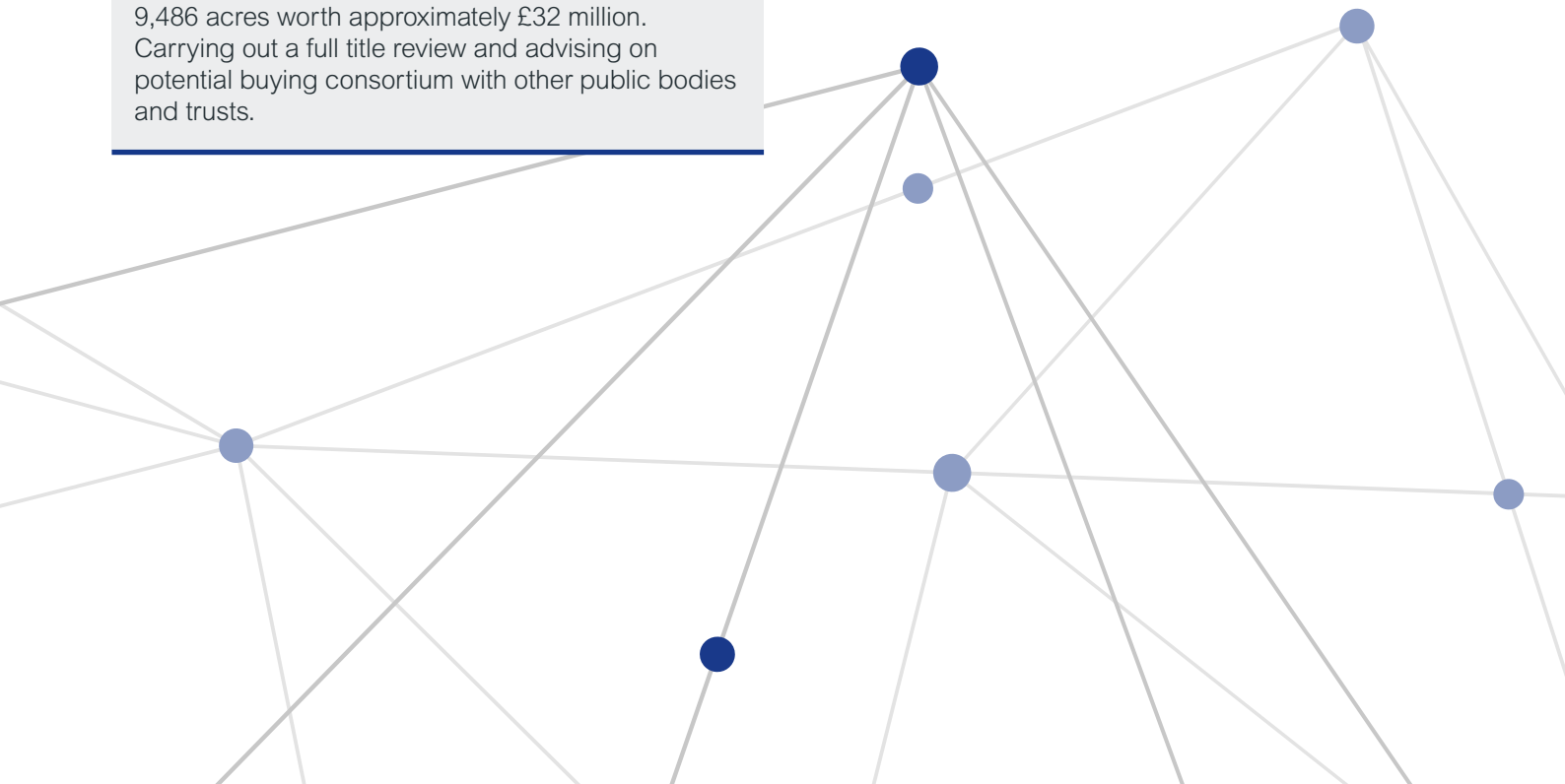
Case study 1

Natural England: advising Natural England on proposed purchase of Landed Estate comprising of 12 farms (3 owner occupied, 5 Agricultural Holdings Act tenanted farms and 4 Farm Business Tenancy tenanted farms), 424 acres of owner occupied woodland, 1392 acres let on long leaseholds to the Forestry Commission, 23 residential properties, a caravan park, a pub and sporting rights, totalling 9,486 acres worth approximately £32 million. Carrying out a full title review and advising on potential buying consortium with other public bodies and trusts.

Case study 2

Farnborough Airport Limited: we act for Farnborough Airport Limited (FAL) in respect of its planning application to increase aircraft movements from 50,000 to 70,000, including increased movements at weekends.

We have worked closely with FAL on this matter since October 2022. Our role has been to advise on strategy and support FAL in submitting four planning applications, including the proposed increase in aircraft movements, to ensure the applications are robust and not vulnerable to challenge on environmental grounds. We have advised FAL on all the environmental aspects of the applications, which has entailed engagement with Natural England, several local authorities in addition to the local planning authority, and a number of environmental consultants. We have advised on complex habitats and protected species impacts, human health concerns, air quality, noise nuisance and climate change objections, are now involved in securing tailored obligations to mitigate any impact on the local community and wider environment arising from the increased movements.



Franchise Law

We provide comprehensive legal support on all aspects of franchising, from initial structuring to operational delivery and dispute resolution. Our team advises on the design and establishment of franchise arrangements, ensuring clarity of roles, governance and financial responsibilities to achieve long-term, sustainable outcomes.

We support clients in drafting, negotiating and implementing franchise agreements, focusing on compliance, risk allocation and operational resilience. Our experience covers both contentious and non-contentious matters, including performance issues, variations, renewals, and terminations.

We also advise on strategic and regulatory considerations relevant to public sector franchising, including procurement obligations, competition law, accountability frameworks and value for money assessments. Working closely with commercial and policy teams, we help central government bodies develop and manage franchise models that align with statutory duties, operational objectives and public sector governance requirements.

Case study 2

Safestay Hostels: we drafted Safestay Hostels new template franchise agreement, which will be rolled out for any new hostels which are opened from 2025 across the Globe.

We had detailed conversations with the client, in order to strike the right balance in the agreement between protecting the brand and ensuring that there is an attractive proposition for potential franchisees.

This is a key document for Safestay as they embark on a rapid expansion strategy.

Case study 1

Heart with Smart (Pizza Hut UK restaurants): Heart with Smart (the operator of all the Pizza Hut restaurants in the UK) took over the franchise for all 14 of the Pizza Hut restaurants in the Republic of Ireland. Our work included advising on and negotiating the new master franchise agreement with Yum! Inc (the US owner of the Pizza Hut brand); and reviewing and advising on the 14 sub-franchise agreements (and related agreements such as guarantee documents and variation agreements) in place with the existing sub-franchisees.

The work was particularly complex due to the disconnect between the terms of the new master franchise agreement and those of the existing sub-franchise agreements, meaning that there were extended negotiations in relation to the liability position of Heart with Smart.

This was a key deal for Heart with Smart, not only taking on 14 new sites, but also entering a new territory.

Health and Safety

We provide comprehensive advice on all aspects of health and safety law, supporting central government bodies, public sector organisations, and private sector clients. Our expertise spans contentious and non-contentious matters, including crisis management following major statutory breaches with significant organisational implications, such as criminal prosecution, reputational damage and public relations issues. We work with insurers to provide in-depth health and safety advice to senior leadership teams and boards, particularly where there is a risk of personal liability.

We regularly help clients with drafting and reviewing their health and safety policies, so are well-placed to advise on sector standards, and share knowledge on a no-names basis about the different approaches used to manage risks within specific sectors. Should clients experience adverse incidents or fatalities, we can assist with mitigating or defending prosecutions.

We represent clients in both the Magistrates' and Coroner's Courts and are experienced in running legally privileged investigations that enable clients to consider fully the events and likely causes of incidents, while assessing the extent of their own legal liability. In this way we can assist with managing information provided to the different regulators. We advise on a wide range of incidents, including accidents involving employees or members of the public, water leaks, fuel spills, and fires.

A significant part of our work involves regulatory investigations, where our understanding of legal professional privilege and information management is invaluable. We appreciate the potential reputational and operational risks that such investigations can pose. Our team routinely supports senior managers and in-house lawyers through these processes, focusing on:

- Responding to statutory notices;
- Managing interviews under caution;
- Preparing evidence for criminal proceedings, and
- Mitigating public relations and reputational risks.

In addition to incident response, our regulatory team provides training for boards and senior management on managing health, safety, and environmental risks, and on their individual and corporate responsibilities.

Case study 1

Representation in the prosecution of a housing association ultimately fined £528,000 (down from a possible range of £1.6m - £2.8m) for breaching health and safety laws after a subcontractor struck an 11,000-volt cable, narrowly avoiding a fatal incident. We provided end-to-end legal support, including regulatory advice, investigation liaison, and court representation. The case demonstrates our ability to manage matters of significant legal complexity and public interest under the Health and Safety at Work etc. Act 1974. Over the past two years, we have acted for multiple infrastructure, transport and housing sector clients, advising on investigations by the HSE, compliance audits, and crisis management. Our work spans preventative strategies and post-incident litigation, with frequent engagement in matters involving substantial reputational and financial risk exposure.

Case study 2

Our team has extensive experience representing clients at inquests, particularly those arising from Health and Safety Executive (HSE) and police investigations. We have acted in numerous high-profile and sensitive matters involving fatalities both in workplace and residential settings, including those requiring appearances before a jury. Our involvement typically spans the full lifecycle of the inquest process—from the initial regulatory or criminal investigation through to advocacy at the inquest hearing itself. We provide comprehensive support including strategic advice, preparation and examination of witnesses, liaising with coroners and investigators, and ensuring our clients are appropriately represented in what are often highly emotive and publicly-scrutinised proceedings. Our advocacy experience includes both Article 2 inquests and complex fact-finding hearings involving multiple interested persons. We are adept at managing reputational risk while maintaining full compliance with disclosure and procedural obligations.

Health Healthcare and Social Care

We provide legal advice across all aspects of health, healthcare, and social care law, supporting central government bodies, NHS organisations, commissioners, providers, and investors. Our multidisciplinary team advises on policy, legislation, commissioning, transactional work, disputes, and regulatory matters.

We support a wide range of stakeholders, including:

- Service providers, from NHS trusts and private care homes to high-end clinical and community-based services;
- Commissioners, including local authorities and NHS trusts, helping them manage supply chains, procurement, and regulatory compliance; and
- Developers and investors, delivering infrastructure projects such as hospitals, retirement villages, supported housing, and care homes.

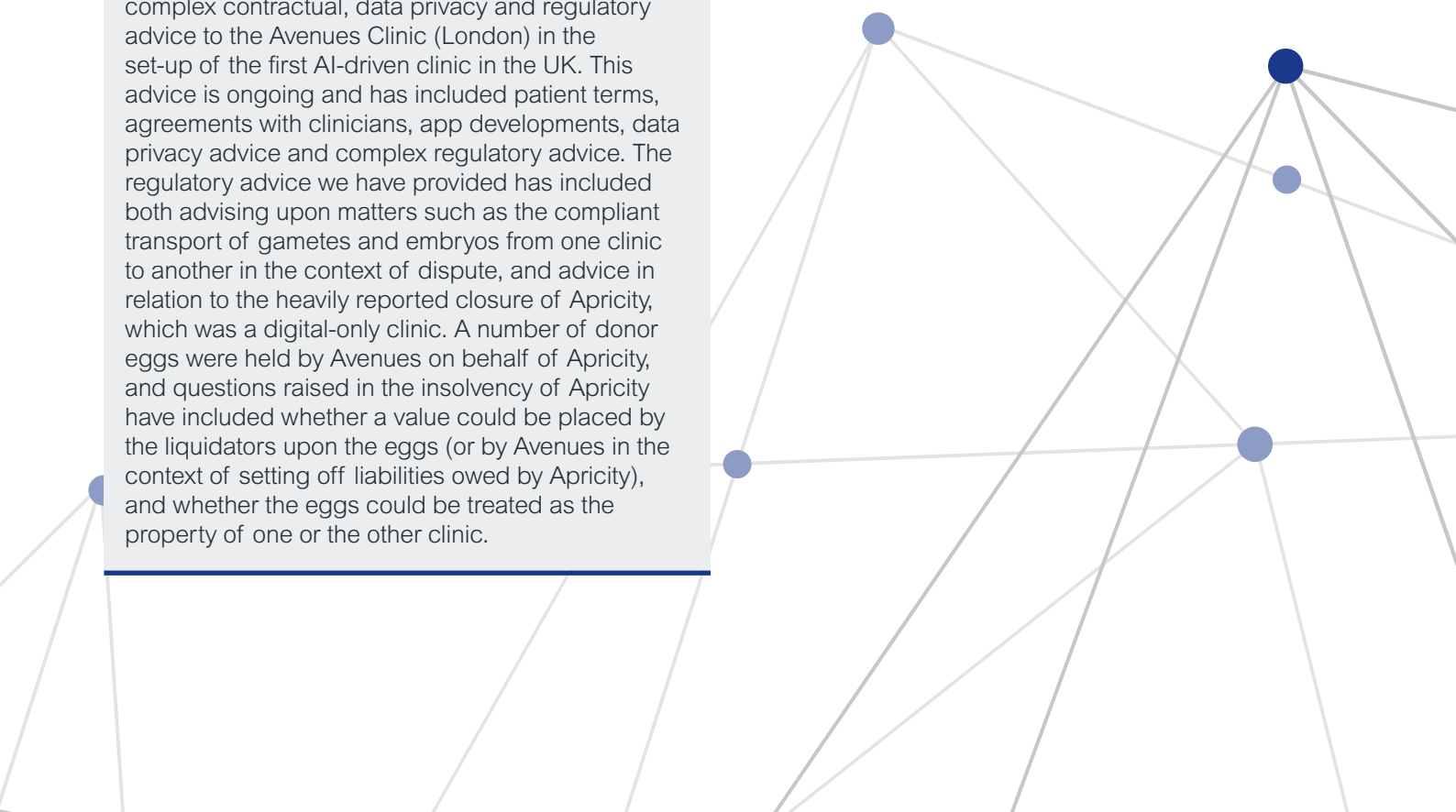
Our approach integrates real estate expertise with health and social care knowledge, enabling clients to navigate complex transactions, construction and development projects, funding arrangements, regulatory frameworks, and dispute resolution effectively.

Case study 2

Health Sector innovation projects: we have worked on multiple health sector innovation projects funded by the MCHLG's Smart City Region project in the West Midlands. In particular we have advised on procurement, service delivery and data protection arrangements to enable the roll-out of tech-enabled care support to vulnerable individuals in Birmingham, Coventry and Wolverhampton. Our work, covering public procurement, commercial (tech) contracts, Subsidy Control and UK GDPR, enabled the joint working and collaboration between three City Councils, the West Midlands Combined Authority and multiple private sector providers. The result was the successful delivery and operation of thousands of pieces of in-home technology, streamlining the targeted delivery of care to vulnerable people – improving outcomes and reducing costs.

Case study 1

Avenues Fertility Clinic: - Trowers has specific expertise in the fertility sector and has provided complex contractual, data privacy and regulatory advice to the Avenues Clinic (London) in the set-up of the first AI-driven clinic in the UK. This advice is ongoing and has included patient terms, agreements with clinicians, app developments, data privacy advice and complex regulatory advice. The regulatory advice we have provided has included both advising upon matters such as the compliant transport of gametes and embryos from one clinic to another in the context of dispute, and advice in relation to the heavily reported closure of Apricity, which was a digital-only clinic. A number of donor eggs were held by Avenues on behalf of Apricity, and questions raised in the insolvency of Apricity have included whether a value could be placed by the liquidators upon the eggs (or by Avenues in the context of setting off liabilities owed by Apricity), and whether the eggs could be treated as the property of one or the other clinic.



Housing Law

We have the largest team of lawyers advising local and central government on housing matters.

Our team advise on the full spectrum of housing law, and our expertise allows us to provide practical, high-level guidance on the full lifecycle of housing provision — from development and funding, through allocation and tenancy management, to regulatory compliance and dispute resolution- and our advice covers work on the country's largest regeneration schemes through to day to day housing management issues.

Our team advise on finance matters (including matters concerning the Housing Revenue Account ringfence), housing management (including outsourced housing management arrangements), private finance arrangements, temporary accommodation solutions, estate regeneration and urban extensions, Council Housing development and the establishment and governance of housing company structures. We also advise local authorities in relation to joint venture structures with private developers and in relation to specialist accommodation for later living and extra care.

We also advise both local authorities and housing associations in relation to regulatory matters, including matters relating to compliance with the Regulator of Social Housing's regulatory standards.

Our team also advise on routine housing management issues including

- landlord and tenant law;
- leasehold and commonhold law and related residential property law matters, including law relating to the private rented sector (including licencing arrangements);
- law relating to housing fitness and quality; and
- law relating to eviction and homelessness.

Case study 1

Westminster City Council: we advised Westminster City Council on the acquisition of a portfolio of 368 homes for temporary accommodation with a private sector loan from Phoenix Life Limited.

The Council acquired the portfolio from housing association A2Dominon through a unique funding structure which used a Credit Tenant Lease, a method of funding that enables the Council to pay for the 368 properties over a term of 42 years and a guarantee from the Council in favour of Phoenix Life. The funding provided includes an additional sum to help the Council achieve an EPC C rating on the properties by 2030.

We advised the Council on both the unique financing arrangements with Phoenix Life, public law matters (including the Council's statutory powers in relation to the arrangements) and all aspects of the acquisition including the purchase agreement and due diligence.

Case study 2

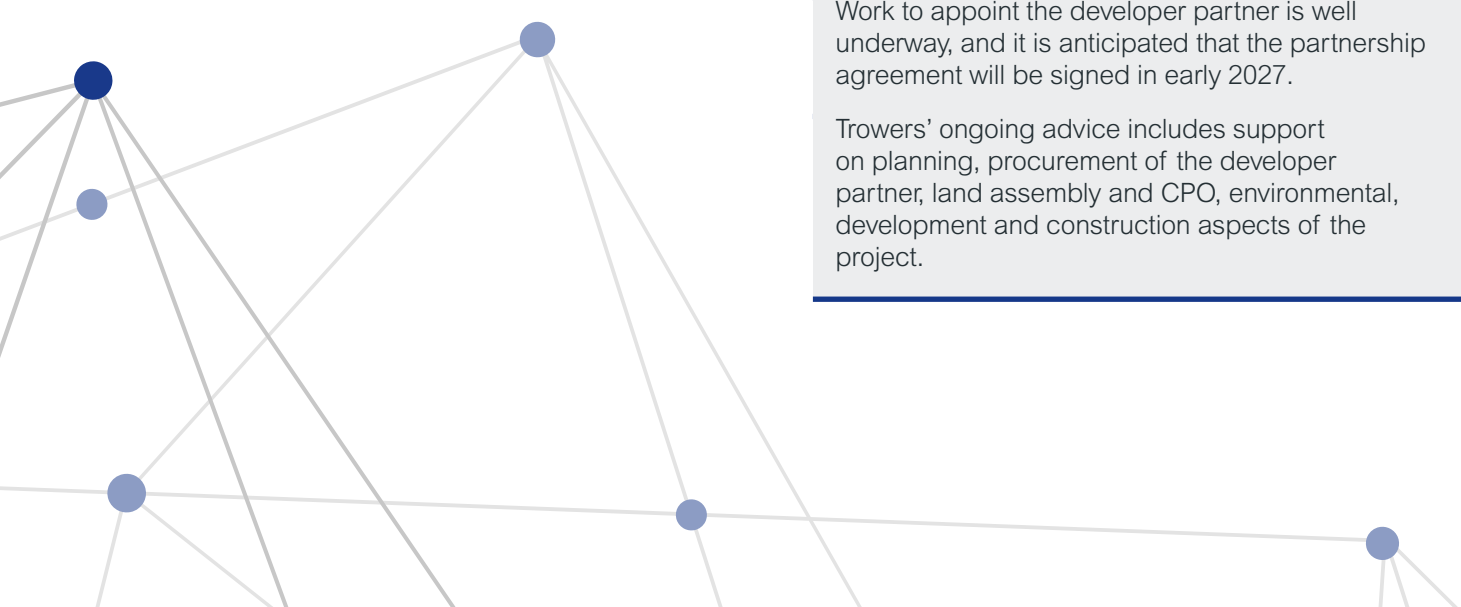
Birmingham City Council: we are advising Birmingham City Council on its flagship Druids Heath regeneration scheme. The project will deliver around 3,500 new homes to the Druids Heath area of the city.

The scheme will develop approximately 1,785 affordable homes, representing 51% of homes on the development. 400 homes will be developed for social rent, with the remaining affordable homes being delivered through a partnership with a developer partner and housing provider.

Green spaces, new infrastructure and transport links, and a refresh of commercial and community spaces are also included in the plans.

Work to appoint the developer partner is well underway, and it is anticipated that the partnership agreement will be signed in early 2027.

Trowers' ongoing advice includes support on planning, procurement of the developer partner, land assembly and CPO, environmental, development and construction aspects of the project.



Life Sciences

We offer sector-leading legal advice across the life sciences and healthcare ecosystem, supporting clients ranging from tech start-ups to global pharmaceutical and healthcare organisations. Our cross-disciplinary team advises on regulatory frameworks, procurement, public and private funding, IP, data privacy, real estate, and commercial matters, helping clients navigate a complex and rapidly evolving sector.

With the UK life sciences market attracting significant government investment and policy attention, we are one of the few firms able to operate seamlessly across legal, commercial and infrastructure boundaries. Our deep understanding of the sector enables us to support investors, developers, operators and public bodies alike — particularly where life sciences intersects with public service delivery, innovation funding and strategic estate planning.

We regularly advise:

- Investors and developers on life sciences facilities and innovation hubs;
- Operators of research centres, laboratories and biotech clusters; and
- Public sector bodies on health infrastructure, collaborative ventures and commissioning of services.

While we do not specialise in the core regulatory or transactional aspects of pharmaceuticals, medical devices or biotechnology, our team provides high-level legal support where these areas intersect with broader commercial, property, procurement and public sector considerations. This includes advising on the development of life sciences campuses, structuring joint ventures, navigating planning and funding frameworks, and ensuring compliance with public law obligations.

Case study 1

Ellison Institute of Technical, Oxford Limited: we have advised longstanding client Ellison Institute of Technology, Oxford Limited ("EIT") on the acquisition of its new expanded site at Oxford Science Park, a bold step in EIT's mission to bring world-leading science, technology and entrepreneurship together under one roof. The site, which is an established life sciences hub for international science and technology companies, was purchased as a £890m corporate acquisition of a subsidiary of The Oxford Science Park (a joint venture comprising Magdalen College, Oxford and Singaporean sovereign wealth fund GIC).

The deal marks a major milestone in EIT's plans to grow its Oxford presence to over 2 million sq ft of laboratories, offices, and collaborative spaces for research and education, creating a dynamic home for scientific innovation in the pursuit of solving humanity's most challenging problems, facilitating a £10bn investment by EIT in the UK. The new site will also help to augment EIT's world-leading work in four key areas:

- health, medical science and generative biology;
- food security and sustainable agriculture;
- climate change and managing atmospheric CO₂; and
- AI and robotics

Case study 2

Steripack Group: we have advised Steripack upon a number of very high value contracts for the manufacture, packaging, sterilisation, and co-development of pharmaceutical products. These contracts are business critical and for high value medical devices and drugs, and require specialist sector knowledge of medical product liability, risk and liability allocation. They are all cross-border, with other parties over the past year having been based in the US, France, Norway, Denmark, Malaysia, Ireland and South Korea.

Case study 3

Manchester Fertility: we have advised this leading fertility clinic upon a large number of matters during the past few years including procurement advice, advice upon the purchase and integration of AI systems, compliant patient terms, agreements with sperm banks and other entities within the sector and regulatory advice upon HFEA, data privacy and CMA compliance. We have also advised upon cross-border gamete transfers and the complexities of legal parenthood, dealing with medical record disclosure requests, trade mark applications and patient app creation.

Merger & Acquisition Activity

We provide comprehensive legal advice on merger and acquisition (M&A) activity supporting central government departments and public sector bodies in restructuring, divestment, and the establishment, privatisation, or reorganisation of government-owned companies, assets, and joint ventures.

We advise departments, executive agencies, and government-backed bodies throughout the full M&A lifecycle — from strategic planning and due diligence to transaction structuring, documentation, approvals, and post-transaction governance.

Our team ensures that all activity balances commercial effectiveness with statutory obligations and public accountability. Key areas of focus include:

- Corporate restructuring and organisational change for government-owned entities;
- Privatisation and divestment programmes that deliver value for money;
- Structuring and executing government-owned joint ventures;
- Compliance with public law, subsidy control, and regulatory frameworks;
- Managing employment, pensions, and tax implications in large-scale transactions;
- Formation and regulatory aspects of Government companies and joint ventures and venture capital advice;
- Public and private company transactions (including mergers & acquisitions and corporate finance);
- Share acquisition, disposals and capitalisations;
- Directors' duties and company secretarial services; and
- Restructuring of ownership and complex and innovative legal structures and initiatives.

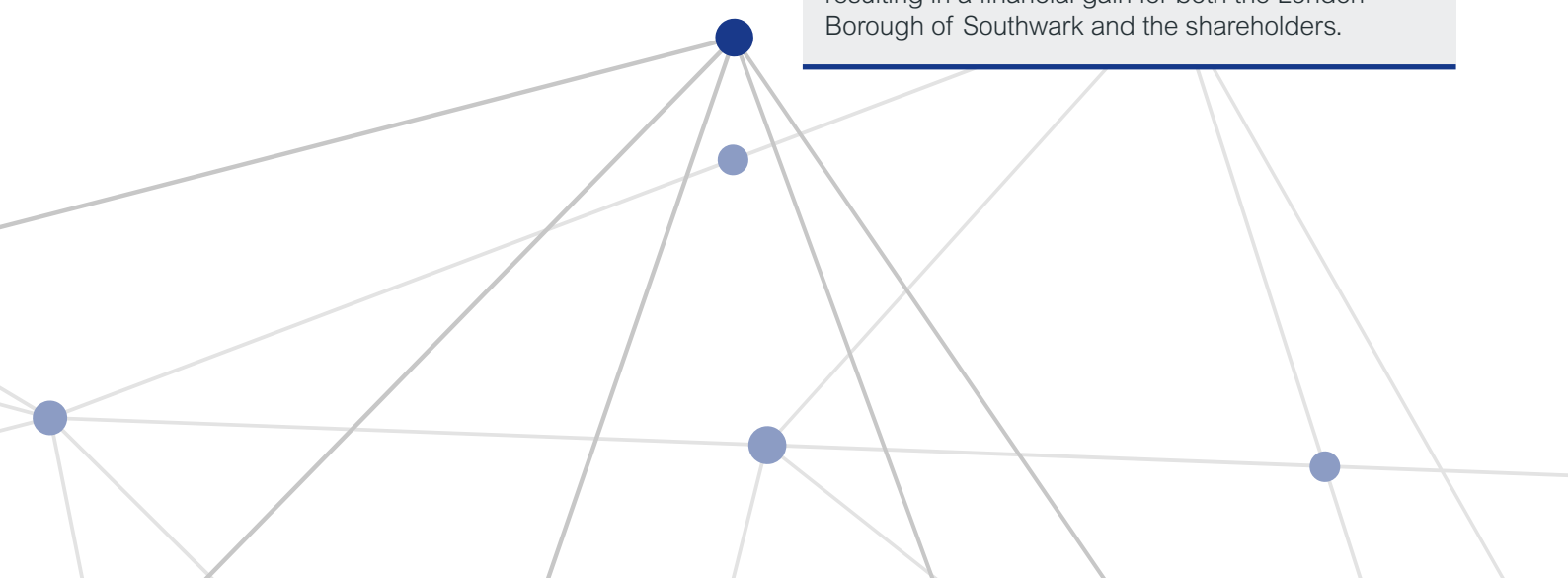
Case Study 1

West Midlands and East Midlands Combined Authorities: we advised on an investment in Midlands Mindforge Limited, an ambitious patient capital investment company, co-founded by eight research-intensive universities in the Midlands – Aston, Birmingham, Cranfield, Keele, Leicester, Loughborough, Nottingham and Warwick, whose mission is to accelerate and enhance the commercialisation of ground-breaking science and technology innovations from the eight universities and the Midlands region. Our role involved protecting the interests of the Combined Authorities in a fluid situation which is likely to involve future third party investment and dilution of the Authorities' shareholdings and also ensuring that the public money invested is only used for permitted purposes.

Case study 2

London Borough of Southwark: we advised on the refinancing of two school pfi projects for Southwark Council. 4 Futures Phase 2 Limited was the special purpose vehicle for the project, majority owned by International Public Partnerships ("INPP") with a minority stake held by the London Borough of Southwark. Amber Infrastructure Group ("Amber") is the investment advisor to INPP. The project originally reached financial close in August 2010, providing a c. 26-year concession involving the construction and ongoing maintenance and facilities management services for two schools, St. Thomas the Apostle College and Sacred Heart Roman Catholic School.

A new long-term senior debt facility, along with ancillary facilities, was arranged with DZ BANK AG London Branch ("DZ"), replacing the original debt provided by Norddeutsche Landesbank Girozentrale and DZ (where Dexia Credit Local was previously a lender, and remained a hedge counterparty). Margins were reduced and gearing increased, resulting in a financial gain for both the London Borough of Southwark and the shareholders.



Partnership Law

We have worked on a number of transformational projects across many industry sectors. Each one is inevitably driven by unique circumstances and by the public sector including objectives but collectively offering insight into the range of diverse solutions being implemented from wholly owned companies, shared services, joint ventures and mutuals. Each project is unique and we add value by using our experience of delivering other similar projects, whether it is commissioning new services, outsourcing, managing or varying existing contracts, bringing services in-house or setting up local authority trading companies or joint ventures.

We understand that every joint venture/partnership arrangement carries unique governance, risk, and funding implications. By combining our sector knowledge with expertise in procurement law, funding, state aid/subsidy control, tax, employment, and pensions, we help all parties work together more effectively underpinned by trust, transparency and a clear alignment of goals.

Case study 1

We advised Apache Capital Partners LLP (Apache), the London and Gulf-based real estate investment management firm, on the formation of a strategic joint venture (JV) with Moda Living Ltd. The JV has planned, developed, delivered and operates a major private rented sector (PRS) portfolio across prime sites in UK regional cities. So far these include sites in Manchester (Angel Gardens), Birmingham (The Mercian, Great Charles Street), Liverpool (The Lexington), Edinburgh (The McEwan, Springside), Leeds (New York Square), and Glasgow (Holland Park). In addition to our work on setting up the partnership platform we have worked on the individual developments and provided ongoing commercial contract support to the operating entities.

Case study 2

We have advised property developer Devonshire Homes Limited on a number matters including its joint venture, funding and development arrangements with the Housing Growth Partnership for the development of:

- 70 private and 30 affordable units in Cullompton, Devon;
- 50 private and 27 affordable units in Landkey, Barnstable, Devon; and
- 114 private and 76 affordable units in Holmbush, St Austell, Devon.

Case study 3

Trowers advised Senior Living Investment Partners (SLIP) and the Audley Group on their joint venture which includes the purchase and construction of a luxury retirement community in Headley as well as the first retirement village in Brent Cross. There are also plans for the purchase and development of two further integrated retirement communities in the pipeline.

The work involved was complex involving cross-jurisdictional trust structures and required input across the corporate, real estate, banking, planning, construction and energy and infrastructure departments.

The retirement community in Headley will be based at the Headley Court site and will involve the conversion and refurbishment of the listed Mansion House building. The development will include 112 apartments, a health and wellbeing club, a restaurant and landscaped grounds for residents to enjoy.

The retirement village at Brent Cross will form part of the £8bn urban regeneration project of Brent Cross Town, which is among Europe's largest urban regeneration projects. This development will deliver c.150 retirement units along with 14,627sq of amenities as part of Audley Group's Mayfield Villages brand.

Across the 4 sites, over 600 retirement living units will be created which will significantly increase the supply of quality retirement living accommodation available in the UK, helping to ease the demand for specialist housing for an ageing population.



Sustainable Finance/ Green Finance

We are a market leader in green, social and sustainable finance, advising clients across sectors on structuring and delivering ESG-aligned funding solutions. With deep experience in green bonds, sustainability-linked loans, and social finance instruments, we help borrowers and issuers embed meaningful ESG metrics into their financing arrangements. We work closely with clients and sustainability advisors to ensure funding supports environmental and social impact—whether through energy efficiency upgrades, biodiversity enhancement, or community investment and have advised on landmark transactions including green bond issuances, retrofitting programmes, and ESG reporting frameworks.

As members of The Legal Sustainability Alliance and The Chancery Lane Project, we are committed to advancing net zero goals and responsible business practices. With ESG now central to investor and lender priorities, we continue to guide clients through evolving regulatory landscapes and market expectations, ensuring their finance strategies deliver both resilience and impact.

Case study 1

Peabody Trust: we advised Peabody Trust on a £60 million unsecured loan facility from Lloyds Banking Group, backed by the National Wealth Fund (NWF). This is the first NWF-guaranteed green retrofit loan to a social housing provider, enabling Peabody to accelerate its environmental, social and governance (ESG) objectives.

The funding will support energy efficiency upgrades across thousands of homes in London and the South East, including low-carbon heating systems, insulation, solar panels, LED lighting, and water-saving technologies. These improvements are aligned with Peabody's Environmental Sustainability Strategy 2023–2026, which targets net zero carbon emissions and enhanced climate resilience across its housing stock. Peabody is committed to ensuring all rented homes achieve an Energy Performance Certificate (EPC) rating of C or above by 2030—currently, over 80% meet this standard. The retrofit programme will reduce energy consumption, lower bills, and improve residents' wellbeing, while contributing to national decarbonisation goals.

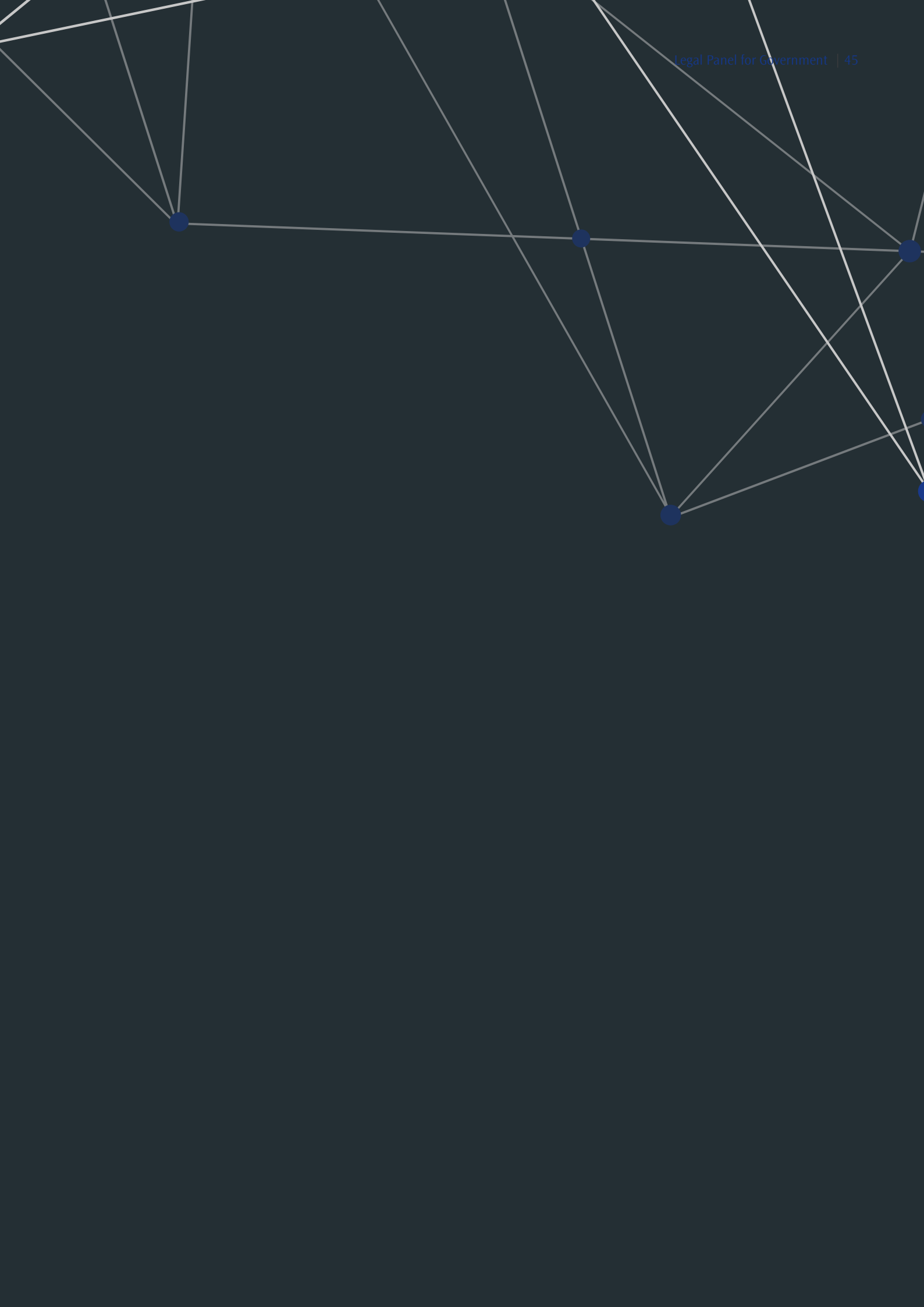
This transaction underscores the role of legal expertise in enabling sustainable investment and marks a significant step in Peabody's journey toward creating better homes and places.

Case study 2

LiveWest's EMTN Programme – Financing Sustainability Through Green Bonds: we advised LiveWest on the successful issuance of £75 million in secured green bonds under its £1 billion Euro Medium-Term Note (EMTN) programme.

The green bonds align with LiveWest's Sustainable Finance Framework, which is underpinned by internationally recognised principles including the Green Bond Principles and Social Bond Principles. The proceeds are allocated to eligible green projects such as energy-efficient retrofits, renewable energy installations, and the development of affordable housing. The funding directly supports LiveWest's ESG targets, particularly its ambition to ensure all homes meet at least an EPC Band C rating by 2028.

We advised on structuring and compliance, ensuring alignment with market standards and investor expectations. The transaction demonstrates how our clients can leverage capital markets to deliver environmental and social impact while maintaining financial resilience.





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