Government
Commercial
Agency
Supplier

RM6374 Legal Panel for Public Sector

Lot 1 a, b & c
Lot 2
Lot 3
Lot 4
Lot 5
DWF Law LLP

DWF Costs is also appointed to Lot 6. A copy of the prospectus can be obtained separately or by emailing Emma.Bennett@dwf.law

dwfgroup.com

Version 2 Date modified 12/10/2026

Our vision

Our vision is to deliver integrated legal and business services on a global scale that deliver positive outcomes for our colleagues, clients, and communities

Our ability to seamlessly combine our services to deliver bespoke solutions for our clients is our key differentiator. This Integrated Legal Management (ILM) approach delivers greater operational efficiency, price certainty and transparency for our clients. Without compromising on quality or service.

Our values

Our values are the foundation of our inclusive culture and strategic direction. They guide behaviours, shape performance, and underpin the trust placed in us by clients, colleagues, and communities. The values are:

- Always aim higher
- Be better together
- Disrupt to progress
- Keep all promises
- Attend to details

Introduction

Who we are

DWF is a leading global provider of integrated legal and business services, operating across eight key sectors in over 30 global locations with over 5,000 people. Our purpose is to deliver positive outcomes with our colleagues, clients and communities.

Our teams are trusted by central, regional and local government clients to deliver specialist legal and commercial advice that drives results. With deep sector knowledge, policy awareness, and a collaborative approach, we help departments navigate complexity, deliver value, and achieve strategic goals. We don't just support government – we understand it.

A comprehensive track record

Our Government and Public Sector team works for over 250 UK central government bodies, regional and local authorities, police authorities, charities, education and healthcare providers.

We also work for private sector providers and businesses that work with the public sector such as developers, construction companies, outsourced services providers, inward investors and port and transport authorities.

Why choose us?

Flexible and responsive delivery
We operate as a collaborative partner, aligning our services with the strategic goals of our public sector clients. Whether supporting policy implementation, managing risk, or enabling transformation, we deliver legal solutions that are robust, responsive and tailored to public service delivery.

Deep sector knowledge and understanding
With decades of experience, we bring a unique blend of legal excellence, sector insight and commercial pragmatism. Our team is trusted to support complex, high-profile projects and sensitive matters across the sector, often under demanding timelines and scrutiny.

DWF – ESG & Sustainability: Our longstanding commitment to responsible business practices and achieving positive social value is embedded in our purpose to deliver positive outcomes with our colleagues, clients and communities. Our social value strategy and framework covers all eight Themes and Outcomes within PPN 002 and we understand some or all of these will be a requirement throughout the delivery of this Framework.

250+ Government & Public Sector Clients

+1,000 lawyers immediately available to support

11 UK Locations: with local, national and international expertise including lawyers on the ground in Scotland and Northern Ireland.

Legal technology: We invest in legal tech, knowledge sharing and continuous improvement to enhance service quality and efficiency. Our clients benefit from streamlined processes, transparent pricing and proactive risk management

Comprehensive free webinar programme & monthly bulletin: covering important updates across the public sector.

Team Structure:

DWF's Government and Public Sector team brings together **one of the largest and most experienced Government & Public Sector legal practices in the UK**, supporting 250+ public sector organisations across central government, local government, health, education, emergency services, infrastructure and transport. Our multidisciplinary team comprises specialist lawyers across all RM6374 service areas, providing buyers with access to **market-leading expertise** across full-service legal provision, focused legal support, litigation and disputes, projects and complex advice, transport and planning, and costs services.

We are able to deploy appropriately qualified specialists and sector experts at pace, ensuring capacity to support both **business-as-usual** requirements and **large-scale, complex or time-critical** instructions. Our teams combine deep legal expertise with extensive experience of public sector governance, procurement, regulatory and policy environments, enabling us to provide practical, commercially focused advice that reflects the unique challenges faced by public bodies. Each lot is led by dedicated partners with **significant public sector experience**, supported by legal directors, senior associates, associates, solicitors and legal executives, creating depth at every level and ensuring continuity of service.

CORE PANEL TEAM SUPPORT

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In addition, clients have access to our wider integrated legal and **business services colleagues**, including **legal operations** specialists, consultants, **paralegals**, **barristers**, trainees and business services professionals, allowing us to **scale resource quickly** in response to changing requirements.

Where required, DWF can draw upon further specialist practitioners from across our **national and international network**, ensuring that buyers have access to niche expertise and additional resource capacity throughout the life of an instruction. This **flexible resourcing mode**l enables us to manage peaks in workload, support multi-disciplinary projects and maintain service resilience during periods of increased demand.

PANEL RELATIONSHIP LEADS

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For any Tenders/ Further Competitions email our Bids Team:
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dwf

Disability Confident Leader

We understand the issues affecting representation of disabled people in legal services as threefold: attitudinal (unconscious bias/lack of support), systemic (processes not adjusted) and physical (inaccessibility). DWF has invested in improving representation and retention of disabled people by removing barriers, having supportive networks including Divergent Connexions for hidden disabilities. DWF is a government *Disability Confident Leader.*

Mindful Business Charter and Wellbeing Hub

As signatories to the Mindful Business Charter (MBC), the UNGC and using the information from our health providers we follow best practice, tackle new and emerging issues such as Digital Well-Being, rising mental health concerns, and openly champion effective self-care. Colleagues are encouraged to share wellbeing concerns without criticism or impairment, so they are properly supported. Wellbeing is our main people priority, and we focus on four pillars of physical, mental, financial and social. We handle it by placing our people at the heart of our values and integrating support mechanisms to work practices.

Social Mobility – 5 Star Futures and apprenticeships

Our dedicated programme champions social mobility through a range of initiatives. This includes our flagship 5 Star Futures programme, which delivers work-readiness training in schools located in disadvantaged areas. In recruitment, we apply adjusted grading, offer mentoring and job coaching, and run a variety of apprenticeship programmes. We also collaborate with schools and higher education to deliver targeted programmes for social mobility and ethnic minority groups. These initiatives aim to attract diverse talent and include mentorship and skills development sessions, often delivered in partnership with our clients. Our programmes are designed to build candidate confidence and provide practical support throughout the application process. We're proud to be ranked in the Top 25 of the UK Social Mobility Index 2025.

Tackling Inequality

We are carefully tackling inequality in employment, skills, and pay for women and under-represented groups. We understand that women and underrepresented groups face systemic challenges in legal services and longstanding underrepresentation based on gender bias and discrimination, competitive and high-pressure environments lacking flexibility, and lack of progression due to limited role availability and role models. DWF has applied a holistic approach to tackle inequality including fair talent recruitment and promotions, and targeted workplace measures.

Collaboration and partnerships

We collaborate with organisations on social value including through the Step into Law legal sector work experience programme designed to improve social mobility by giving young people access to careers, networks and opportunities that may not otherwise have. This initiative received recognition from Business in the Community North West for its impact and making a real difference in local communities.

Pay Transparency and Equity

We are a UK Living Wage Employer, publish annual gender and ethnic minority pay gap reports and ensure employees see how pay relates to other levels. Pay policy is informed by fairness, consistency and competitiveness.

Social Value:

Ensuring DWF delivers against Social Value Themes and Outcomes

DWF – ESG & Sustainability: Our longstanding commitment to responsible business practices and achieving positive social value is embedded in our purpose to deliver positive outcomes with our colleagues, clients and communities. Our social value strategy and framework covers all eight Themes and Outcomes within PPN 002 and we understand some or all of these will be a requirement throughout the delivery of this Framework. Here we summarise and highlight our key initiatives and activity that will inform our approach.

Equal Opportunity: Our approach includes: inclusive recruitment using Clear Talents to ensure inclusivity and accessibility; improving representation of disabled people by removing barriers; social mobility programmes including 5 Star Futures; a leading apprenticeship programme; inclusive promotions, pipeline and succession planning; flexible working; mentoring and support programmes; supporting in-work progression to higher paid work for all minority and disadvantaged groups.

Sustainable Communities: Our approach includes: commitment to community capacity building and positive impact through volunteering, CSR and pro bono. Through the independent DWF Foundation, established by the business in 2015, we provide local charities with grants across themes of employability; education; homelessness; environment and health/wellbeing. We are committed to building local, resilient supply chains and embedding ESG considerations into our procurement practices.

Wellbeing: Our support includes: Employee Assistance Programme; Wellbeing Hub Intranet; digital health and wellbeing service; HR policies supporting health and wellbeing; Trauma Therapy support for lawyers and those working on challenging cases; Wellbeing Champions and Mental Health First Aiders; Wellbeing Walks; Employee engagement surveys and focus groups to understand needs and identify improvement actions; and Health benefits for employees.

Environment: We have set out our ambition and are committed to achieving Net Zero emissions by 2045 or earlier, supported by a strategy to reduce emissions across all scopes by at least 90% by this target date. This will involve investment in certified carbon removal activities in respect of any residual emissions at the target date, including the DWF Forest. A link to our published Carbon Reduction Plan is provided here. We have approved near term SBTI targets.

Lot 1 overview

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Lot 1a: Full Legal Service Provisions for all Public Sector

Lot 1b: Full Legal Service Provisions for Local Government and Local Communities

Lot 1c: Full Legal Service Provisions for Health and Social Care

DWF has one of the UK's most established public sector practices, acting for a diverse range of public bodies including government departments, local authorities, NHS organisations, education providers, police forces, emergency services and arm's length bodies. Whether supporting transformational programmes, day-to-day service delivery, major projects, governance issues, disputes or complex procurement exercises, we provide pragmatic advice that helps public sector organisations deliver services effectively, efficiently and with confidence.

Major Regeneration & Place-Based Transformation

We have an **extensive track record of** advising public sector bodies on transformational **regeneration, housing and economic development projects** that create lasting social and economic value for communities. We advised Sheffield **City Council** on three high-value, strategically important procurements to appoint new operators for the Council's **leisure and entertainment portfolio**, including City Hall (£185 million), Utilita Arena (£300 million) and the wider leisure estate (£310 million). Working as a cross-disciplinary team, DWF provided **end-to-end support** on procurement strategy, contract drafting, Subsidy Control (including CMA referral), employment and pensions, tax, data protection, corporate restructuring, construction risk and governance. The project involved transfer of services from the incumbent operator, complex TUPE and pensions arrangements, regulatory approvals and the implementation of new long-term operating models across multiple venues and facilities. DWF helped the Council secure approximately **£75 million in savings** over a 15-year period, transforming its commercial position from one reliant on subsidy to one capable of generating income from key venues.

Market leading procurement & subsidies expertise

Through our dedicated **Procurement Centre of Excellence**, we advise throughout the entire procurement lifecycle, from strategy development and market engagement through to contract award, implementation and dispute resolution. Our expertise has been recognised through our involvement in **procurement litigation**, including acting for the successful claimant in **the first case to be considered under the Procurement Act 2023**, notably the ParkingEye Limited v Velindre University NHS Trust case. This ground-breaking decision provided the first judicial interpretation of the new automatic suspension provisions under the Act and has shaped the approach to procurement challenges across the public sector.

Our nationally recognised **Subsidy Control** practice has for many years led the market in strategic advice to government bodies (national, local and regional) and beneficiaries working with State resources to deliver projects and services that cannot happen otherwise. This includes the **first litigation judgement on the Subsidy Control Act 2022** (Durham CO. Limited v Durham Council) and working on a large number of the highest profile referrals to the **Competition & Markets Authority,** and devising effective solutions for grant funding programmes including use of subsidy schemes and new Streamlined Routes.

Health & Social Care

Beyond healthcare commissioning and NHS advisory and civil claims work for NHS Trusts and GP primary care providers, DWF supports organisations across the full health and social care landscape. Our lawyers advise on issues spanning safeguarding, children's services, adult social care, public inquiries, regulatory investigations, coronial proceedings and complex governance matters.

Lot 2 overview

Lot 2: Focussed Legal Support

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DWF's appointment to Lot 2 enables buyers to access our market-leading specialists across a broad range of legal disciplines, delivered through a flexible and proportionate service model tailored to the scope and complexity of each instruction. DWF can provide buyers with access to leading experts in areas including but not limited to procurement, planning, projects, restructuring and insolvency, pensions, environmental law, financial services regulation, subsidy, health and safety, life sciences, international trade, public inquiries and real estate.

Specialist expertise

Whether supporting a complex procurement, advising on environmental and planning issues, navigating regulatory changes, delivering major infrastructure projects, delivering coordinated grant funding programmes and subsidy solutions, contracting public services, structuring investment and finance arrangements or responding to public inquiries, DWF provides scalable specialist support precisely where it is needed.

Trusted by Public Sector organisations across the UK

Cornwall Council required legal support for the procurement and delivery of what is recognised as **the largest waste collection and cleansing contract in the UK**, valued at approximately £350m, involving major service transformation, significant asset investment and interfaces with existing waste infrastructure arrangements.

DWF advised from procurement strategy through to contract completion. Our team supported the competitive dialogue process, contractual documentation, governance arrangements and implementation issues. The project included the introduction of approximately £35m of new assets and **management of complex contractual interfaces**. The contract was successfully procured and implemented, with DWF working closely alongside the Council's in-house team to ensure a smooth procurement and transition process.

Model Services Contract

Cabinet Office – Model Services Contract (MSC) Modernisation

DWF was instructed by the Cabinet Office to advise on updates to the **UK Government's Model Services Contract** (MSC), Mid-Tier Contract and Short Form Contract. The work was undertaken to ensure that key government standard form contracts reflected the introduction of the Procurement Act 2023, evolving Procurement Policy Notes (PPNs) and wider commercial policy developments.

Digital tool tagline: Multi-disciplinary legal specialists delivering expert, flexible public sector support across complex and specialist matters.

01 Focussed support

02 Trusted advisors

03 Market leading experience

Lot 3 overview

Lot 3: Litigation & Disputes

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dwf

DWF is a trusted adviser to public sector organisations involved in complex, high-value and strategically significant disputes including procurement challenges, judicial reviews, public inquiries, regulatory investigations and major commercial litigation. From cases shaping the interpretation of the Procurement Act 2023 through to complex governance and infrastructure disputes, our specialists provide strategic, outcome-focused advice that protects public interests while supporting the effective delivery of public services.

Procurement & Subsidy Challenges

Our experience includes acting in cases that have **shaped the procurement landscape** under the Procurement Act 2023, including the high-profile *ParkingEye v Velindre University NHS Trust* and the *Prime Way Care v Southwark Council* matters, the **first cases to be considered under the new regime** and the first judicial examination of the automatic suspension provisions and early disclosure principles.

We have also successfully advised on **multiple challenges under the Subsidy Control Act 2022**, including the first recorded case of *Durham Co. Limited (trading as Max Recycle) v Durham County Council,* which has gone on to change the landscape on important points.

Our team advises local authorities and public sector bodies providing strategic advice on procurement and subsidy compliance, challenge defence, disclosure obligations, suspension applications, remedies and dispute resolution.

Nationally significant public inquiries

DWF has extensive experience representing core participants, witnesses and public sector organisations in some of the **UK's most significant public inquiries** and **investigations**, including matters connected with major national inquiries, including the Covid-19 Inquiry, Infected Blood Inquiry, Letby Inquiry, Grenfell, Southport, Grooming gangs, Manston, Muckamore and other high-profile investigations.
Our teams provide strategic advice on disclosure, witness evidence, document management, public law issues and reputational risk, helping organisations navigate complex, high-profile proceedings efficiently and transparently.

Drawing on **market-leading** legal and technology capabilities, we are able to manage and review significant **volumes of documentation** efficiently and **cost-effectively**, deploying **scalable teams** and advanced review platforms where required. Whether acting for inquiry legal teams, public bodies, regulators or core participants, DWF delivers pragmatic, responsive support that helps organisations engage constructively with inquiries while meeting their legal obligations and **maintaining public confidence**.

Complex Dispute Resolution

DWF acted for a local Council in a **high-value commercial dispute** concerning claims exceeding **£1 million** for alleged unpaid invoices, damages and interest arising from consultancy services purportedly provided following the expiry of **a public sector contract**. The matter involved complex issues of contract formation, authority, public procurement compliance, contractual interpretation and quantum. We advised on litigation strategy, prepared detailed pre-action correspondence, and successfully resolved the dispute on favourable terms for the client.

01 High value disputes

02 Public Inquiry experts

03 Complex commercial litigation

Lot 4 overview

Lot 4: Projects & Complex Advice including PPP

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We support government departments, local and combined authorities and public bodies on some of the UK's most significant infrastructure, regeneration, procurement and public service transformation programmes. Our multidisciplinary teams bring together expertise in projects, procurement, planning, construction, real estate, funding, subsidy control, governance and dispute resolution, providing integrated advice throughout the lifecycle of complex projects. From innovative policy implementation and major regeneration schemes to PPP/PFI arrangements and nationally significant infrastructure programmes, we help clients navigate uncertainty, manage risk and deliver long-term value for the communities they serve.

Greater Manchester Combined Authority – £4 Billion Waste PFI Transformation

DWF advised **Greater Manchester Combined Authority** on options for delivering significant savings within its **£4 billion Waste PFI Contract**. The project involved developing bespoke arrangements to unwind approximately **1,200 contracts**, manage the repayment of **£550 million of capital investment**, address complex **TUPE** and **pensions** issues affecting more **than 600 employees**, and renegotiate arrangements relating to the Runcorn Energy from Waste facility. The project **delivered substantial savings** while ensuring the continued provision of vital public services.

Sheffield City Council – Leisure and Entertainment Transformation Programme

We advised **Sheffield City Council** on a series of strategically important procurements for the operation of Sheffield **City Hall**, Sheffield **Utilita Arena** and the Council's wider **leisure estate**. We provided integrated support across procurement, subsidy control (including CMA referral), employment, pensions, tax, governance and commercial matters, helping the Council implement a new long-term operating model for major public assets. The project delivered significant **long-term savings** and established a **sustainable commercial framework** for the future operation of the venues.

Royal Borough of Greenwich (RBG) – Woolwich Town Centre Regeneration

DWF advised RBG on the regeneration of Woolwich Town Centre, a **major mixed-use redevelopment** delivering new **housing**, **leisure facilities**, **cultural infrastructure** and an **energy** centre. Our team supported the Council on development structures, procurement strategy, land assembly, acquisition arrangements and wider regeneration delivery issues, helping unlock a flagship project designed to support economic growth, investment and community development.

01 Complex multi year projects

02 Deliver savings

03 Major PFI contracts

Lot 5 overview

Lot 5: Transport & Rail

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DWF is a trusted adviser to organisations operating across the transport sector. Our multidisciplinary team combines deep sector knowledge with expertise across highways, aviation, maritime, ports, planning, procurement, real estate, projects and regulatory law, enabling us to support clients through every stage of project development, delivery and operation. We advise government departments, transport authorities, combined authorities, local authorities, operators and investors on complex legal, commercial and strategic matters that are critical to the delivery of national, regional and local transport objectives.

Delivering major transport infrastructure

We advise on **nationally** and **regionally** significant transport and infrastructure projects across highways, aviation, ports and maritime sectors. Our multidisciplinary teams support clients through every stage of project development and delivery, including planning, land assembly, procurement, funding, construction, operation and asset management. We help transport authorities and public bodies deliver projects that improve connectivity, drive economic growth and support long-term regional development.

DWF advised **Derry & Strabane Council** in its referral to the Competition & Markets Authority of proposed subsidies to City of Derry Airport Limited for the operations of Derry Airport, using funds from the Northern Ireland executive. Our work included devising the Subsidy Control approach and assistance in the designation and entrustment of the related *Services of Public Economic Interest* (SPEI) obligation deploying Section 29 of the Subsidy Control Act 2022.

Longstanding expertise

MCA: DWF has supported the Maritime & Coastguard Agency (MCA) and His Majesty's Coastguard across a broad range of complex regulatory, enforcement, inquiry and inquest matters over a number of years. Our work has involved advising on matters that sit at the heart of HM Coastguard's **statutory responsibilities**, including **high-profile incidents** attracting significant public, media and political scrutiny

Ryze: DWF advised **Ryze Hydrogen** ("Ryze") who supply organisations wanting to **decarbonise their transport operations** through the use of clean hydrogen for heavy-duty vehicles and long-range fleet operators. DWF advised Ryze on aspects associated with **project structuring** and partnering arrangements with their project partners and in connection with hydrogen off-take agreements to supply **national bus and rail organisations** who are transforming their fleet of vehicles to hydrogen fuel cells and long-term supply arrangements were agreed to secure the efficiency of the fleets.

Electric buses

DWF advised several **Mayoral Combined Authorities** and other public authorities on funding arrangements for new fleets of **zero emission buses**. Our team provided specialist advice on public funding mechanisms (including Subsidy Control and related Competition and Markets Authority referrals), associated legal issues, supporting investment in sustainable transport infrastructure and decarbonisation objectives.

01 Major Infrastructure

02 Transport Decarbonisation

03 Multidisciplinary Teams

Government
Commercial
Agency
Supplier

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Lot 1a, 1b & 1c
Full Service Provision

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Lot 1 a, b & c
Full Service Provision

DWF are able to advise on all of the following:

Mandatory specialisms:

- Charities
- Children and Vulnerable Adults
- Commercial Litigation & Dispute Resolution
- Competition Law
- Construction Law
- Contracts
- Corporate Law
- Court of Protection
- Educational Law
- Employment Law
- Finance & Investment
- Grants
- Health, Healthcare and Social Care
- Housing Law
- Information Law including Data Protection Law
- Information Technology Law
- Intellectual Property Law
- Outsourcing
- Projects / PPP
- Public Law
- Public Law Litigation and Dispute Resolution
- Public Procurement Law
- Public Inquiries – Support to Participants and Inquests
- Real Estate and Real Estate Finance
- Restructuring and Insolvency

Optional or Elective specialisms:

- Assimilated Law
- Corporate Finance
- Criminal Law
- Debt Recovery
- Defence & Security Law
- Energy & Natural Resources
- Environmental Law
- Financial Services, Market & Competition Regulation
- Food, Rural & Environmental Affairs
- Franchise Law
- Health & Safety
- Immigration
- Insurance & Reinsurance
- International Trade
- Life Sciences
- Maritime & Shipping
- Merger & Acquisition
- Partnership Law
- Pensions Law
- Planning Law
- Private Law Litigation and Dispute Resolution
- Property and Real Estate Litigation and Dispute Resolution
- Public International Law
- Supporting Public Inquiries
- Sports Law
- Sustainable Finance / Green Finance
- Tax Law

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.*

Charites (Lots 1a & 2)

How we can help

We have a multi-disciplinary team who advise and assist charities, not for profit organisations and their counterparties. Our experience includes advising on English & Welsh charity law including charity set up, governance, compliance, powers, procedure and operational management. We also advise in the context of structuring/restructuring charities' activities and investments, alternative structures such as charitable companies and CIOs, and related tax and trust aspects. In conjunction with our Scottish offices we are also able to advise in relation to Scottish charities.

Our extensive experience across everyone from corporates, local government, banks, truss, individuals, families and family offices, on their charity law needs ensures joined-up advice. Our clients have encompassed substantial educational and other exempt charitable bodies, corporate charities with substantial "primary purpose" trades and charitable trusts with extensive investment portfolios.

Our Private Capital team advises high-net worth individuals and families on the creation of new charities, and we also provide charity tax return and compliance services as required. We advise on the establishment of charities for individuals, families and companies and the options available.

More recently, we have advised existing charities on the conversion from an unincorporated association or charitable trust to a charitable incorporated organisation or charitable company, offering greater protection to charity trustees, as well as other benefits.

We have advised corporate clients on the merits of establishing linked charitable foundations.

Case studies

Government Legal Department – Department for Health and Social Care

We advised DHSC in relation to the ongoing administration of the vCJD Trust, a charitable trust established in 2002 to manage a compensation fund for victims of vCJD. DWF advised in relation to the terms of the Trust and options for ending or restructuring the Trust together with advising on the merits of possible Court applications for variation of the Trust.

British Ukrainian Economic Future Foundation

BUEFF is a charity established to deliver the 100-Year Partnership between the UK and Ukraine signed by the two governments in 2025. The BUEFF's mission is to connect British and Ukrainian companies to promote investment in Ukraine. DWF has recently been liaising with a view to providing advice in relation to charity compliance for the BUEFF and advice in relation to the appropriate related trading company.

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Children and Vulnerable Adults (Lots 1a, 1c & 2)

How we can help

We have a specialist team of lawyers who have long experience advising and supporting public bodies on the following matters:

- sexual abuse (care and none care setting);
- physical assault by or upon children or vulnerable adults;
- child sexual exploitation (CSE);
- claims under the Modern Slavery Act 2015 (Human trafficking/exploitation);
- consent, particularly in the case of vulnerable adult;
- claims against social services professionals including failure to remove, Human Rights Act claims
- failure to diagnose;
- claims under the Equality Act 2010;
- stress/bullying/harassment claims from social work/education professionals;
- inquests and civil claims involving death of service users (in residential care, or those being managed, for example, by mental health services and take their own lives);
- inquests and civil claims involving service users causing the death of another person;
- deprivation of liberty claims - service users being detained in care; and
- specialised advice on subject access requests, data protection, freedom of information issues, judicial review.

Case studies

Coventry City Council

Acted for Coventry City Council and its insurers in successful defence of the first civil trial ever to consider the question of whether a duty of care is owed by a local authority in the conduct of it social care function to children in the community – also the largest failure to remove claim ever pleaded (more than £40m).

Adult social services

Acted on behalf of Adult Social Services and Social workers employed by the local authority to represent them at an Inquest following the death of a member of the public when a mental health patient tragically assaulted this innocent party in a frenzied attack during an episode of psychosis. Managed to control and limit impact of adjournment and contribute to bringing matter to a swift conclusion following a late change of representation from in-house legal to DWF.

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Commercial Litigation & Dispute Resolution (Lots 1a, 1b, 1c & 3)

How we can help

We have extensive experience advising and representing public sector organisations in complex, high-value and strategically significant disputes. Our team acts for central government departments, arm's length bodies, local authorities and other public sector entities across the full spectrum of private law litigation and dispute resolution matters. This includes contractual disputes, outsourcing and service delivery disputes, employment-related litigation, procurement challenges, subsidy control disputes, judicial review proceedings with a private law interface, and claims arising from the delivery of public services.

Our approach combines deep understanding of the public sector operating environment with strong litigation expertise. We routinely work alongside in-house legal teams, procurement professionals, HR teams and senior stakeholders to manage legal risk, protect public funds and minimise disruption to essential services. We recognise the additional governance, reputational and accountability considerations faced by public bodies and tailor our advice accordingly.

We regularly support clients through all stages of the dispute lifecycle, from early risk assessment, strategic advice and alternative dispute resolution through to tribunal proceedings, High Court litigation, appeals and enforcement.

Case studies

Durham Council

We successfully defended Durham Council in the first recorded judgment under the Subsidy Control Act 2022 in *Durham Co. Ltd v Durham County Council*, regarding a claim brought by a private sector waste arising from alleged unlawful subsidy flowing from the Council's arrangements for its collection of commercial waste. We also successfully acted for the Council in the 2026 judgment of *Thomas and others v Durham Council*, another successful defence of a subsidy (and Competition Law) claim.

ParkingEye

DWF acted for the successful claimant in the first case to be considered under the Procurement Act 2023, notably the *ParkingEye Limited v Velindre University NHS Trust* case. This ground-breaking decision provided the first judicial interpretation of the new automatic suspension provisions under the Act and has shaped the approach to procurement challenges across the public sector.

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Competition Law (Lots 1a, 1b, 1c & 2)

How we can help

What sets us apart is our particular focus on Government and Public Sector and that our advisers have day to day experience of working within the Public Sector including at the European Commission and at the Competition and Markets Authority.

Our team advises on the full range of Competition Law issues, including:

- the Subsidy Control Act 2022 and related dispute resolution before the Competition Appeals Tribunal and referrals to the Competition & Markets Authority (CMA);
- the Northern Ireland Protocol & Windsor Framework and all aspects of the EU/UK Trade and Cooperation Agreement 2020;
- WTO law (including the Agreement on Subsidies and Countervailing Measures);
- EU State aid advice, including ongoing application to Northern Ireland;
- the EU Foreign Subsidies Regulation;
- all aspects of UK and EU merger control
- and related notifications and procedures with the CMA and the European Commission;
- all aspects of national security clearance procedures by the National Security Investment Act;
- all aspects of anti-competitive agreements and abuse of dominance within the Competition Act 1998 and EU law counterparts, and related CMA and European Commission investigations;
- advising and defending clients in regulated sectors;
- advising clients on Competition Law remedies and related litigation and disputes;
- Competition Law-based litigation and proceedings before the Competition Appeals Tribunal; and
- advising clients during dawn raids and in relation to other audits and investigations such as deep dives on grant funding.

Case studies

Greater Manchester Combined Authority

Advising GMCA in the administration of different tranches of its Brownfield Housing Fund, including negotiating several separate grant funding agreements to multiple different housing projects across the Greater Manchester area, and including devising and referring to the Competition and Markets Authority an innovative subsidy scheme for future individual subsidies pursuant to the fund, and thereby averting the need for some other individual referrals.

Arts Council England

Advised Arts Council England on Subsidy Control issues for several major grant funding awards from its national programmes and related referrals to the CMA including English National Opera (x2) and the National Theatre and devising and referring to the CMA the Arts Council's new subsidy scheme for £1m+ subsidies for the "Let's Create" programme.

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Construction Law (Lots 1a, 1b, 1c & 2)

How we can help

DWF's global real estate team includes over 135 solicitors and over 30 paralegals advising across all UK jurisdictions. Our Public Sector Real Estate team works hand in glove with our Government and Public Sector experts to ensure that transactions satisfy vires, fiduciary duties, procurement and Subsidy Control requirements.

We advise Public Sector clients in relation to:

- property development including regeneration projects;
- commercial, mixed use and residential real estate including industrial, retail, office, leisure, student accommodation and housing (Inc. social housing);
- acquisition and disposal (freehold and leasehold including relevant tax advice);
- office rationalisation/ office accommodation projects;
- all aspects of property management including leases, lease renewals, applications for consent, licences, re-gears and disposals, surrenders, and notices;
- grant funding programmes;
- port, airport, rail and road infrastructure;
- energy (including renewable energy) infrastructure;
- planning, CPO, land assembly strategy and s.106 agreements; and
- litigation including dilapidation claims, repair obligations, adverse possession, prescriptive easements, exercise of break clauses and serving of notices.

Our Asset Management team supports the wider Real Estate team delivering volume, routine asset management transactions across the UK – providing value and flexibility through experienced paralegals.

Case studies

Liverpool City Council
Advising the Council on all aspects of strategy, risk assessments and dispute resolution on several complex infrastructure projects. This included representing the Council on a number of a serial adjudications brought by a Contractor totalling over £2mil, successfully defending these. Thereafter successfully defending a further adjudication brought by another Contractor and successfully defending enforcement of an adjudication in the TCC ([2022] EWHC 1235 (TCC)).

Royal Borough of Greenwich

Advising on the procurement and construction contracts relating to the successful refurbishment of the Tramsheds Theatre and the delivery of a new leisure centre in Woolwich. Also advised the Council on the implementation of the Future High Street funding construction contracts and delivery of major new housing and regeneration projects across the borough.

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Contracts (Lots, 1a, 1b, 1c & 2)

How we can help

We regularly advise public authorities and private sector suppliers on all aspects of contract drafting, negotiation and contractual interpretation related to Government and Public Sector matters. Our team brings decades of experience of dealing with a wide variety of arrangements across a wide variety of sectors and with a substantial team of UK commercial contracts advisors at all levels.

Examples of the types of advice include:

- drafting and negotiating agreements on all kinds of commercial activities for works, services and supplies, including large scale outsourcing;
- drafting concession contracts, shared services arrangements, joint ventures, alliancing options and grant funding arrangements;
- advising on contracting strategies, best practice and innovation;
- advising on pricing / payment, risk and reward options, change management, insurance, performance management, programme & planning;
- marking up, advising on and negotiating the GLS model form contract terms and conditions;
- advising on data protection, freedom of information and other regulatory compliance issues.

Our advice can be tailored to the specific sub-sector, whether that is the education, health, defence, culture, energy, water, transport, telecommunications or other industries, introducing experts as necessary to support commercial transactions and/or arrangements.

Case studies

Cabinet Office – Model Services Contract (MSC) Modernisation

DWF was instructed by the Cabinet Office to advise on updates to the **UK Government's Model Services Contract** (MSC), Mid-Tier Contract and Short Form Contract. The work was undertaken to ensure that key government standard form contracts reflected the introduction of the Procurement Act 2023, evolving Procurement Policy Notes (PPNs) and wider commercial policy developments.

Scottish Government – R100

Advised Scottish Government on its Reaching 100% (R100) broadband programme. It involved advising on the drafting, negotiation and award of contracts for a £600m broadband infrastructure project. The contracts were based on a template form published by DCMS for broadband rollout projects, which we tailored to reflect the Scottish Government's key strategic objectives and policies, then negotiated with multiple bidders as a competitive dialogue procurement.

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Corporate Law (Lots 1a, 1b, 1c & 2)

How we can help

With a team of over 250 corporate lawyers, we regularly advise public sector clients looking to set up wholly/partly-owned subsidiaries or joint ventures with the private sector, thus providing corporate law advice but having regard to public law context.

We advise on the advantages and disadvantages of the various different corporate forms: Limited or Limited Liability Partnerships; Companies limited by shares (CLS); Companies limited by guarantee (CLG); Community interest companies (CICs); Charitable incorporated organisations (CIOs).

As an increasing number of public sector bodies look to commercialise, we regularly advise on:

- ownership structures;
- tax, procurement policy and Subsidy Control issues arising from setting up a corporate entity;
- governance issues (including how best to deal with potential conflicts of interests, deeds of indemnity for directors);
- public law powers required to form such corporate entities;
- employment and pension issues arising from transferring employees into and out of corporate entities;
- transfer of assets and land to corporate entities in a managed way;
- dissolution and orderly winding up of corporate entities owned by the public sector in a managed way; and
- ongoing legal compliance with regulatory requirements (Modern Slavery, Living Wage, ESG, conduct and probity);
- transfer and disposal of public sector entities into the private sector to generate a financial return for the public sector.

Case studies

Government Department

Advised a Government Department on the incorporation of a private company limited by shares to be wholly-owned by Secretary of State for Health and Social Care as an entity for a health data research project which will receive grant funding from a Trust and aim to benefit the NHS.

Scottish Further and Higher Education Funding Council "(SFHEFC")

We advised SFHEFC (the national strategic body responsible for funding teaching and learning research in Scotland's 41 colleges and 19 universities/higher education institutions) in connection with the proposed merger of Stevenson College, Jewel & Esk and Edinburgh's Telford College.

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Court of Protection (Lots 1a & 2)

How we can help

We provide specialist Court of Protection advice on mental capacity, health and welfare, deprivation of liberty, and property and financial affairs matters.

Our team supports public sector organisations, health bodies and care providers in managing complex and sensitive cases involving vulnerable individuals, helping clients navigate legal, safeguarding and reputational challenges while ensuring decisions are made lawfully and in the individual's best interests.

We combine technical legal expertise with a pragmatic, client-focused approach to deliver clear advice and effective representation throughout Court of Protection proceedings.

We understand that Court of Protection proceedings often sit at the intersection of legal risk, safeguarding responsibilities and public scrutiny.

Our lawyers deliver clear, commercially focused advice that supports effective decision-making while recognising the sensitive personal circumstances at the heart of each case.

We assist clients throughout the lifecycle of a matter, from early advice and risk assessment through to representation in contested proceedings, helping organisations achieve practical outcomes while meeting their statutory duties.

Case studies

Human Rights and Vulnerable Adult Protection Claim

DWF was instructed by a local authority in connection with a claim brought under the Human Rights Act and/or negligence allegations. The claim concerned a young vulnerable adult who had previously been looked after by the authority and detained in secure accommodation, and who was before trial.

subsequently alleged to have been subjected to abuse and exploitation by a drugs gang and considered a victim of modern slavery.

DWF provided strategic litigation support and defended the claim, which was ultimately discontinued.

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Educational Law (Lots 1a & 2)

How we can help

Our education team works collaboratively to provide full service legal advice.
We advise state and independent schools, and further education providers on the following matters: early years, health and safety, crisis management, school workforce, special educational needs, admissions, exclusions, equalities issues, pupil/student related litigation, clerking independent review/appeal panels, governance, abuse, safeguarding insolvency and reorganisation issues, inspection and regulation, regulatory compliance advice and support with investigations, mediations, policy review and governance, finance and funding issues, higher and further education, student finance, and education-focused charity, contract and property law issues relevant to the educational sector.

Specifically for universities and research organisations we advise on government funding in particular for R&D projects and programmes including major collaborations with industry. This includes working for Innovate UK and with multiple parties in EU programmes FP7 and H2020, including commercial contracts (consortium agreements) and Subsidy Control.
We also act for a large number of independent schools across the UK and run 24/7 crisis helpline for them dealing with a range of crises mainly around safety events, abuse, and reputational concerns.
We have a dedicated team with experience in representing and advising schools on cases dealt with in the First Tier Tribunal for Health, Education and Social Care.

Case studies

North West University

We acted for two large universities in the development of state of the art sensor and Internet of things technology with an international reputation. The funding was from domestic and ERDF sources, and we had to ensure the State aid, corporate governance and real estate advice was within the parameters of strict ERDF requirements including cost eligibility, meeting of deliverables, aid intensity and match funding. The project had central government support in terms of match (DBEIS) and we had to ensure the match was aligned to the ERDF funding terms.

An independent school

Acted in relation to an attempted suicide of a student at an independent school. The student had known serious mental health diagnoses and was receiving ongoing hospital treatment. Despite this, she had been allowed to leave the classroom unaccompanied. We advised the school, who were cooperating with multi-agency Local Authority-led safeguarding investigations, along with separate investigations by NHS England and the CQC. The school maintained good relations with the family and no further action has been taken in respect of their involvement.

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Employment Law (Lots 1a, 1b, 1c & 2)

How we can help

Our Employment Team acts for a broad range of Central and Local Government clients. We work with HR teams, executive leadership and Board officers advising on the full remit of specialist employment law services.

Our advice for employers includes:

- atypical workers – including agency workers, fixed term and contractors;
- disputes and litigation;
- discrimination and equality;
- employment policies and procedure, plus Employment status;
- Equal pay;
- executive compensation and employee benefits;
- executive severance, terminations and settlement agreements;
- gender pay gap reporting;
- global mobility and business immigration;
- Impact assessments;
- investigations and inquiries;
- IR35 and off-payroll working rules;
- recruitment, employment contracts;
- restructuring, re-organisations and redundancy;
- TUPE; outsourcing and COSOP; and
- trade union and collective issues.

We recognise that employment issues need to be handled with extreme care and sensitivity to ensure that core functions and services continue to be delivered.

Case studies

A Non-Departmental Public Body

We supported our client through a largescale workforce restructure involving relocation under Places for Growth, subsequent variation of terms and conditions and downsizing. We advised on collective consultations, impact assessment of variations and redundancy exercises. We supported the HR team with staff management issues and determining flexible working requests and complying with duties to make reasonable adjustments in respect of disabled employees. Our client completed the change project with minimal operational disruption and avoiding ET claims.

An arms-length body

We are advising our client in a long running claim from a continuing employee and supporting HR in managing his employment including absence, performance, behaviour issues. The complaints (internal and Tribunal) are discrimination based on disability, race, religion, and sex together with a detriment claim for whistleblowing. The Claimant lost his Claim and has sought to appeal to the Employment Appeal Tribunal on 3 different basis. He continues to raise internal grievances, and advice includes supporting managers in handling the impact of severe mental ill health and neurodiversity issues in the workplace.

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Finance & Investment (Lots 1a, 1b, 1c & 2)

How we can help

We regularly advise a variety of central and local government, Combined Authorities, LEPs and other stakeholders and bodies on the following key areas:

- loans, lending and borrowing generally;
- guarantees and security arrangements;
- prudential borrowing;
- equity investment and grant funding;
- funding and security structures for property transactions, including residential and commercial property development finance;
- project finance, including PFI and PPP projects and specialised asset finance;
- environmental, social and governance (ESG) aspects of lending and investment transactions;
- asset based lending and receivables finance;
- Subsidy Control and the market economy operator principle;
- restructuring of loans, insolvency, security enforcement and recoveries;
- finance litigation generally;
- fraud prevention, detection and recovery;
- FCA regulatory advice; and
- data protection, GDPR, confidentiality breaches.

Our expertise in public sector finance enables us to deliver a wide range of services linked to lending, borrowing and investment transactions by local and combined authorities, government departments and agencies and other public sector bodies.

Case studies

Greater Manchester Combined Authority

We acted for the Greater Manchester Combined Authority on the transfer of the central government-funded Greater Manchester Housing Investment Fund from Manchester City Council, including the negotiation of novation agreements with the MHCLG and the legal transfer of loans to private sector developers. Our problem-solving skills were key to resolving technical legal issues for the successful delivery of the project.

Warrington Borough Council

We advised the Council on its infrastructure funding arrangements for the Omega project, one of the largest mixed-use developments in the North West of England, which was implemented with the private developer, Homes England and the Local Enterprise Partnership. Our work included the successful negotiation and completion of a bespoke funding structure through our understanding of the strategic objectives of all partners.

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Grants (Lots 1a, 1b, 1c & 2)

How we can help

DWF's advises on all aspects of grant funding programmes and individual grant applications and funding agreements. Alongside our market-leading Subsidy Control practice, we advise numerous government departments, devolved administrations, Mayoral Combined Authorities and local authorities to deliver the UK's most significant grant programmes. We also advise multi-national corporates, major developers, educational institutions, R&D catapults and SMEs in receipt. We assist throughout the funding cycle to deliver effective programmes and fulfil the public policy objectives, including:

- *designing* grant funding programmes, whether at national or more local level, including grant application documents and procedures, appraisal and adjudication , coordination between levels of government as required and efficient Subsidy Control solutions such as use of subsidy schemes;
- initial engagement with beneficiaries, including establishing key terms and drafting appropriate Heads of Terms;
- *template agreements*, including designing funding agreements suitable for particular programmes;
- *negotiating grant funding agreements*, including engaging with beneficiaries and advisers to establish working documents to protect public interests while allowing appropriate commercial flexibility to go forward in acceptable ways;
- *real estate*, including relevant planning and title issues, alongside legal charge via security, overage and clawback;
- *Subsidy Control,* including subsidy determinations, design and implementation of subsidy schemes, individual subsidy justifications and audit trails, CMA referrals and post-award transparency notices;
- *clawback and disputes*, including defence and enforcement of contracts.

Case studies

Levelling Up Fund

We advised over 20% of successful applicants to the last government's flagship Levelling Up Fund in its different rounds. This invovled primarily supporting local authorities across the UK in devising and submitting applications and supporting subsidy solutions, and then subsequently implementing those projects, including receipt of funding from MHCLG (plus CAM subsidy referrals such as *Eden Project North*) through to onward transfer of funding to private parties and flow-down of funding obligations to deliver the relevant outputs.

West Midlands Combined Authority

Advised WMCA (and other CAs) in awarding various rounds of Brownfield Housing Fund grants to multiple beneficiaries for the purpose of delivery of large scale housing projects on brownfield sites across the West Midlands. Our work involved negotiating complex agreements in multiple scenarios in order to safeguard the authority's funding in order to achieve secured outputs, alongside devising and implementing secure subsidy control solutions.

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Health, Healthcare & Social Care (Lots 1a & 2)

How we can help

Our team of health and social care lawyers have expertise to support you in: commissioning and contracting initiatives; procurement challenges; drafting and negotiation of commercial agreements; Judicial Review proceedings; inquests; regulatory and criminal investigations; Public Inquiries supported via a disaster response network; Civil Claims including clinical negligence for NHS trusts and GPs, group actions, medical products, manufacture and distribution claims; Advising on confidentiality, GDPR issues and data breaches in a healthcare context. Our Regulatory, Compliance and Investigations team has an in depth understanding of issues which arise in the healthcare sector; from abuse allegations and safeguarding concerns to fatal/serious incidents, coroner's inquests and criminal prosecutions.

We are experienced in working with our clients in the early stages of investigations. In devising a crisis management strategy at the early outset following an incident, we respond to safeguarding concerns and help clients to avoid prosecution where ordinarily it would have been expected.
We have extensive experience in:

- police/HSE/CQC investigations and prosecutions including fatalities and manslaughter prosecutions;
- CQC inspections and gradings, inquests;
- H&S training to senior managers/providers of care and support services;
- abuse and safeguarding;
- professional discipline; and protection of vulnerable adults.

Case studies

Healthcare at Home
Advising on supply and distribution agreements with pharmaceutical companies to secure best terms.
Inquests
We regularly represent IPs at Art 2 inquests
Health and social care regulator
Acting for the Regulator in health and social care sector successfully defending JR proceedings where dispute as to timing of fitness to practice procedures when disciplinary investigations are in process.

Public Inquiries
We have worked with a key healthcare advisor preparing the organisation and their staff for the Covid-19 inquiry, managing the significant disclosure exercise and witness preparation. We have also represented individuals in the Infected Blood and Thirlwall inquiries.
Criminal investigations
Successfully defending a healthcare professional in criminal proceedings involving allegations of willful neglect of a care home resident.

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Housing Law (Lots 1a, and 2)

How we can help

DWF's Real Estate team provides housing-related legal services, and is a trusted advisor to government departments, local authorities, and public sector bodies. We deliver strategic legal support across housing, regeneration, and infrastructure, and focus on providing solutions that are legally robust, commercially sound, and socially impactful.
We advise local authorities on acquisition and disposal of residential assets, regeneration and development schemes, and the structuring of housing investment vehicles, including tax-efficient models.
Our Real Estate Litigation team offers extensive experience on any contentious housing-related legal issues, including volume housing disrepair claims processes.
The team regularly advises on:

- landlord and tenant law – structuring long leasehold and occupational tenancies in compliance with relevant law and with regarding to acceptability to funders and consumer protection
- social housing and its regulation – advising local authority RPs on appropriate use of housing revenue account funds; regulatory standards set under the HRA 2008
- leasehold and commonhold law and related residential property law matters – advising public bodies on future proofing projects for the impact of the Leasehold and Freehold Reform Act 2024
- private rented sector – advising on the procurement, and development of hew housing supply build to rent blocks ;
- housing fitness and quality – advising on rolling programmes of housing disrepair claims
- eviction and homelessness – advising on temporary accommodation housing supply projects and via innovative funding models with the aim of providing better accommodation, making material savings and where possible accessing grants and other public subsidy.

Case studies

Royal Borough of Greenwich
DWF has developed a proven housing disrepair product for the Royal Borough of Greenwich, led by our Real Estate Litigation team. This solution combines standardised workflows, litigation readiness tools, and legal operations support to streamline the management of disrepair claims. It enables proactive risk mitigation and efficient handling of high-volume matters, with integrated data analytics and scalable delivery

London Borough of Haringey
We have supported Haringey through the acquisition of new affordable housing stock worth more than £300m recently. This often involves development agreements structured under golden brick arrangements, variation of s106 agreements and compliance with GLA grant funding. Construction experts advise on works contracts including protection for inherent defects.

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Information Law including Data Protection Law (Lots 1a, 1b, 1c & 2)

How we can help

DWF's Data Protection and Cyber Security (DPCS) team provide public sector clients with advice on legal compliance, including across DPCS and Freedom of Information (FOI) and Environmental Information Requests (EIR).

We help Government in these areas:

- Big litigation and dispute resolution – whether acting on leading data breach claims or high-volume lower value compensation claims, we provide you with the confidence you need at all stages and with the right strategic approach.
- Regulatory investigations and enforcement actions – with a wide range of active regulators including those in data protection, we help our clients navigate pathways with them. We act on some of the leading regulatory enforcement cases and our services range from risk mitigation advice through to defending high profile investigations.
- Cyber security, incident response and data breach support – we assist with providing awareness of legal obligations and risks and provide a range of training packages. The practical support we can provide begins with prevention, through to embedding appropriate controls, but when incidents happen, including critical cyber security incidents, we can support you through all steps of the investigation and response, including post incident reviews, regulatory obligations and litigation.
- Data subject rights handling – we advise on optimising processes and methodologies, and the overall strategic approach.
- Commercial contracting and compliance artefacts – including the engagement of data processors, oversight of processors and sub-processors, policy development, data security measures, DPIA's and data transfer mechanisms.

Case studies

A Tourism & Business Development Organisation

We supported the client in many data protection matters, including cross-Government collaboration for festivals and events, marketing, webinars and data transfers compliance. The result is that its awareness is increasing across the organisation of data protection matters and standard operating procedures to increase consistency and manage risk effectively.

A Healthcare Services Provider

During the pandemic we advised on the data protection aspects of the vaccinations programme, alleged data breaches, complex cross-public sector data sharing for research purposes and more, so that data was able to be shared to ultimately save lives.

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Information Technology Law (Lots 1a, 1b, 1c & 2)

How we can help

We act for a variety of public sector bodies as well as suppliers to the Government on matters which span the entire spectrum of information technology law. We understand the challenges faced by both sides and are able to provide pragmatic, commercial advice in a timely and efficient manner.

Innovation is a central part of our client focused approach. This often involves using technology to add value and deliver continuous improvement. We are also able to use our Legal Operations team, part of our integrated legal management function, to carry out volume and process driven tasks.

We are able to advise on a wide range of Information Technology matters including:

- complex system supply arrangements (including hardware, software and SaaS);
- IT outsourcing projects, from discrete business functions to entire telecommunications portfolios;
- advising on and assisting with procurement under the G-Cloud framework and PSN compliance;
- app development, website support and maintenance, and software development (both waterfall and agile methodology);
- drafting and advising on software licences;
- telecoms procurement (including DAS, Wi-Fi and LoraWAN);
- data centre and hosting arrangements;
- terms and conditions for a variety of services (including those provided to consumers and on websites); and
- hardware/software reseller agreements and End User Licence Agreements.

Case studies

Cabinet Office – Technology Services 4 Framework / G-Cloud 15

We drafted the IT contracts required to support the:

- £12.3 billion Technology Services 4 Open Framework;
- £9.6 billion G-Cloud 15 Framework.
- Advised on a material £500m Deed of Variation to an existing Cabinet Office procured IT contract.

Police

We advised on the structuring and negotiation of a significant IT back office and middle office reorganisation, the first of its kind in the UK police force, resulting in savings for the client in excess of £50m over the life of the project.

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Intellectual Property (Lots 1a, 1b, 1c & 2)

How we can help

Protecting and helping our clients to maximise value from their technologies, brands, products, data and services is at the core of our intellectual property offering. Our team provides commercial and strategically focussed advice ranging from the identification, creation and protection of IP rights through to exploitation and enforcement.

Brand and design protection We help clients protect the commercial value of their brands and designs across global markets by developing effective global brand protection and enforcement strategies. Part of this is assisting clients with clearance searches and prosecution of trademark and design registrations.

IP transactions, commercialisation and licensing We provide practical advice on IP agreements, including licensing, manufacturing, distribution, R&D collaborations and franchise arrangements, helping clients protect and commercialise their intellectual property.

We also carry out IP audits and provide specialist regulatory advice, helping businesses identify risks and opportunities, maintain compliance and maximise the value of their IP assets.

IP litigation and risk management

We provide a full legal service in relation to all aspects of IP infringement: trademarks, passing off, copyright, design right, database right, patents, advertising and domain name disputes. We help clients manage IP risk throughout the lifecycle of brands and products, from pre-launch clearance and risk assessments through to dispute resolution and enforcement strategies. Our advice is commercially focused helping clients protect valuable IP assets while minimising litigation risk. Where disputes arise, we act swiftly to enforce and defend IP rights in both the UK courts and through alternative dispute resolution forums. We are also experienced in designing and implementing process-driven client-focussed solutions for managing brand protection and infringement issues which has seen clients dramatically reduce costs and minimise reputational damage.

Case studies

Gateshead Council

Supporting the Council on their investment in the major development of an Ibis / Novotel branded hotel complex. This included advising on many contractual arrangements with brand owner Accor for brand licensing, management and support.

Dairy UK Ltd

Advised Dairy UK Ltd in its high-profile Supreme Court victory against Oatly AB, securing a significant outcome for the dairy industry in this trademark dispute.

Council supplier

Advising a company which manages entertainment and exhibition centres on behalf of a Council on a range of IP issues. Recent examples of work include advice in relation to a copyright dispute with a film company and providing brand guidance on a proposed name for an associated venue.

Universities

Regularly advise universities and their spin-outs on NDAs, grant funding, collaboration and commercialisation agreements.

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Outsourcing (Lots 1a, 1b, 1c & 2)

How we can help

We understand that the outsourcing of sensitive services to third parties needs to be handled with care and withstand scrutiny from third parties. It needs to deliver for service users and taxpayers, and as such we know the importance of getting the contracts right and we will work hard to align the commercial, financial and legal documents.

Our outsourcing team has advised on many of the biggest outsourcing contracts in the UK. This has involved advising on procurement strategy, contract terms and conditions, negotiating the contract during the procurement to contract award and delivery. The team includes specialists able to advise on the initial contract terms and conditions, alongside specialists who are able to advise on procurement, IT, IPR, Data Protection, taxation, subsidies, and other specialist topics.

Our multi-disciplinary outsourcing team regularly advises Government and the public sector on:

- Procurement strategy and the delivery of compliant procurement processes, including managing challenges.
- Compliance with public sector equality duties, consultation requirements and wider regulatory obligations.
- Governance arrangements to support new service delivery models.
- Drafting and negotiating clear, practical and enforceable outsourcing contracts.
- Contract change management and compliance with procurement regulations.
- Incentivising providers to deliver carbon-efficient solutions, social value, prompt payment and local employment.
- Contract optimisation to maximise service delivery and value.
- Using data analytics to inform KPIs and performance management frameworks.

Case studies

Cabinet Office Model Contracts & CCS Public Sector Contract

A joint project where we advised on the drafting amendments required across the suite of Cabinet Office Model Contracts (Model Services Contract, Mid-Tier and Short Form) and the CCS Public Sector Contract required to reflect the introductions of the Procurement Act 2023. Using dual-qualified lawyers we advised on both English and Scottish law.

Sheffield City Council – leisure services

Advised on three high-value, strategically important procurements to appoint new operators for the Council's leisure and entertainment portfolio, including City Hall (£185 million), Utilita Arena (£300 million) and the wider leisure estate (£310 million). DWF helped the Council secure approximately £75 million in savings over a 15-year period, transforming its commercial position from one reliant on subsidy to one capable of generating income from key venues.

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Private Law Litigation and Dispute Resolution (1b, 1c & 3)

How we can help

Our team brings extensive experience in defending complex private law litigation across the public sector, with a particular focus on high-stakes data protection and privacy matters. We are recognised for our expertise in handling claims under the UK GDPR, including data breach litigation, group actions, and claims for damages. Our lawyers have successfully defended private and public bodies in some of the most significant and sensitive data-related disputes in recent years, including multi-claimant actions and reputationally critical breaches.

We understand the unique challenges faced by public sector organisations when navigating the intersection of privacy law, operational risk, and public accountability. Our approach is strategic, proportionate, and always aligned with the broader public interest. We work closely with clients to manage risk, protect confidential information, and ensure compliance with evolving data protection obligations. Beyond GDPR, we have a multi-disciplinary approach to advising and defending on a wide range of private law torts, including malicious prosecution, trespass, false imprisonment, and personal injury claims. We are also experienced in litigation involving the Human Rights Act 1998, particularly where claims intersect with privacy, liberty, and freedom of expression.

Our team regularly acts in disputes involving the enforcement of intellectual property rights (IPRs) and confidentiality, helping public bodies protect their innovations, data, and commercial interests. We also support clients with cost recovery in non-contractual contexts, ensuring public funds are safeguarded and recovered where appropriate.

Case studies

British Airways (BA)

On behalf of British Airways Plc in respect of a well-publicised cyber-attack and data theft concerning its website and mobile application, which BA announced in September 2018, and which potentially affected several hundreds of thousands of individuals. We continue to represent BA in respect of the defence of all civil litigation arising from the cyber-attack in the English courts

This culminated in a Group Litigation Order in the specialist Media and Communications list at the High Court in London, in which a significant volume of claimants from multiple jurisdictions were seeking damages for alleged loss suffered as a result of the cyber-attack. The claim was the first data class action brought under GDPR and concerned many untested legal and procedural issues. The long-running class action, which involved all three of DWF's integrated legal and business services, was settled in summer 2021 without admission of liability.

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Projects / PPP (Lots 1a, 1b, 1c & 4)

How we can help

The DWF Projects team is a national multi-disciplinary team which provides advice to Central and Local Government clients and other sector bodies in the procurement, modification, termination and delivery of major PPP/PFI projects.

We have a proven track record of guiding our clients through the legal and commercial issues which arise at each stage of a public procurement.

In addition to advising on projects and infrastructure matters, the contractual arrangements, the procurement, early termination and expiry of such arrangements, the DWF Projects team can co-ordinate expert legal advice, during the end to end process, from the following disciplines:

- State aid / Subsidy Control;
- energy;
- insurance;
- environmental law;
- banking and finance law;
- property real estate;
- IP/IT and data protection;
- litigation and dispute resolution;
- tax: SDLT, VAT and corporation tax;
- employment and staff reorganisation, together with business process re-engineering and secondment arrangements;
- pensions;
- corporate, including corporate joint venture arrangements;
- restructuring and insolvency; and
- administrative and public law.

Case studies

Greater Manchester Combined Authority (GMCA)

We have advised GMCA on the options for making significant savings in their £4bn Waste PFI Contract. It involved the development of bespoke terms for the winding up of c.1,200 contracts, repayment of £550m of capital investment, the TUPE and pensions arrangements for over 600 staff and the renegotiation of the Runcorn EfW project, ultimately resulting in savings to GMCA of around £290m.

Serco

Advised Serco on various PFI/PPP projects, with the MoD, the Home Office, the MoJ, multiple local authorities and the NHS – advising on bids, operation, variation and exit, together with a number of local authority PPPs, ranging from transport to waste. We also advised on various complex disputes that have arisen in the operation of various PFI/PPP projects.

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Public Law (Lots 1a, 1b, 1c, 2, 4 & 5)

How we can help

We regularly advise on administrative and public law matters in order to safeguard decision making and ensure that public bodies can deliver policies and priorities.

We advise on:

- the powers (and procedural compliance) that public bodies can rely on in order to deliver their functions;
- vires opinions on complex legal structures to deliver major infrastructure, regeneration and outsourced projects;
- consultation and public sector equality duties to safeguard decision making;
- effective decision making and changes to existing arrangements;
- effective reporting and building of evidence to enable reliable decisions to be taken;
- challenge-proofing intended decisions to safeguard against risk of litigation;
- conducting investigations and audits into officer and elected member conduct, and decision making on major projects;
- reputational matters arising from individual incidents using our 24/7 *Crisis Response* service supported by public law experts;
- defending and prosecuting claw back claims in public funding situations (including dealing with EU institutions);
- responding to challenges to public bodies' decision making (JR, Ombudsman, independent enquiries, procurement challenges); and
- responding to public inquiries and police investigations.

Our administrative and public specialists are supported by lawyers from our litigation, procurement, Subsidy Control, regulatory, data protection, health and safety teams.

Case studies

Durham Co. Ltd (trading as Max Recycle) vs Durham Council [2025]
Successfully defended Durham County Council in the first challenge under the Subsidy Control Act and other public law, leading to new public law *Statutory Guidance*. DWF also secured a successful expedited appeal against a cost capping order. DWF also acted for Durham Council again in a further successful defence of a subsidy challenge in 2026, in *G Thomas & others v Durham Council*.

South Yorkshire Police

DWF advised South Yorkshire Police (SYP) in a high-profile case regarding the credibility of police force's employees. Our work resulted in securing a favourable judgment for the SYP in a claim brought by Sir Cliff Richard against the BBC and SYP for infringement of his privacy rights.

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Public Law Litigation & Dispute Resolution (Lots 1a, 1b, 1c, 2 & 4)

How we can help

DWF is an established and trusted legal adviser to the public sector, delivering sophisticated and tailored support to government bodies, public authorities, and agencies across the UK&I and internationally. We are particularly renowned for our work in the field of public procurement, where our experts operate across both contentious and non-contentious issues. Through our dedicated Procurement Centre of Excellence, we collaborate seamlessly with our public commercial colleagues to deliver a fully integrated service. This enables us to provide holistic advice at every stage of the procurement process, from initial strategy and compliance right through to litigation support. Our services encompass pre-action correspondence, specific disclosure applications, active proceedings, and the full suite of remedies available to public sector bodies.

Our team's experience in procurement challenges is complemented by a leading record in State aid and Subsidy Control disputes, and our expertise in both judicial review and before the Competition Appeal Tribunal. We have acted on behalf of a wide range of public sector clients in significant cases in recent years, navigating evolving regulatory frameworks and providing pragmatic advice.

Our dispute resolution offering is extensive and flexible, encompassing all modes of resolution, including domestic and international arbitration, as well as mediation (see our Commercial Litigation and Dispute Resolution profile). We understand the challenges faced by public sector organisations and deliver solutions that ensure compliance, manage risk, and protect reputational interests

Case studies

ParkingEye

DWF acted for the successful claimant in the first case to be considered under the Procurement Act 2023, notably the *ParkingEye Limited v Velindre University NHS Trust* case. This ground-breaking decision provided the first judicial interpretation of the new automatic suspension provisions under the Act and has shaped the approach to procurement challenges across the public sector.

Blackpool Borough Council

Acted for the Council in defending challenges to its electric bus procurement, including a claim in the Technology and Construction Court that was successfully discontinued in March 2024. The main risk was potential delays threatening government funding and project viability. By deploying a multi-disciplinary team of public sector experts and specialist Counsel, DWF analysed risks and adopted a strategic approach to secure a positive outcome for the Council.

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Public Procurement Law (Lots 1a, 1b, 1c, 2, 4 & 5)

How we can help

We operate a Procurement Centre of Excellence ("PCE") which involves over 40 specialists who advise on contentious and non-contentious procurement matters on a daily basis. The PCE supports Contracting Authorities procure many of the biggest and most complex procurements in the UK. The PCE offers Contracting Authorities a programme of articles and procurement webinars each year which attracts thousands of delegates by providing practical insightful advice on many of the most complex procurement conundrums faced by procurement professionals. PCE members were instructed to advise Cabinet Office on updating the Model Contracts and CCS Public Sector Contract to reflect the introduction of the PA 23, and advised CCS on their first "Open" Framework, and advised on how to take advantage of many of the new flexibilities in the PA 23.PCE members advise on all aspects of procurement including but not limited to:

- what procurement strategy to adopt in order to meet your objectives;
- implementing a procurement strategy in order to safeguard decision making and minimise the likelihood of a challenge / successful challenge;
- light touch procurements, sub-threshold / above threshold procurements, concession contracts, defence and utility procurements;
- training on how to evaluate and moderate tenders leading to the production of compliant assessment summaries and Contract Award Notices;
- how to lawfully vary an existing contract (whether a PA 23 or previous regulatory regime procurement);
- ensuring that all notices are published (containing the correct information) and other technical requirements are satisfied;
- responding to pre-litigation and contentious proceedings.

Case studies

Cabinet Office Model Contracts & CCS Public Sector Contract
A joint project where we advised on the drafting amendments required across the suite of Cabinet Office Model Contracts (Model Services Contract, Mid-Tier and Short Form) and the CCS Public Sector Contract required to reflect the introductions of the Procurement Act 2023.

Technology Services 4 & G-Cloud 15
Advised CCS on their first Open Framework to launch under the Procurement Act2023 'Technology Services 4' worth £19bn. This involved a complex hybrid contract merging elements of the Model Services Contract and the Public Sector Contract to design a bespoke set of technology terms for use across this flagship framework.

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Public Inquiries - Support to Participants and Inquests (Lots 1a, 1b, 1c & 2)

How we can help

Drawing on our experience of working on and being actively involved in some of the most significant public inquiries in the UK such as Grenfell, Southport, Grooming gangs, Thirwell, Manston, COVID, our expert lawyers can navigate through the importance of handling the requirements of an inquiry with candour, sensitivity and transparency.

Across our national team we appear at Inquests on a weekly basis, be they work related incidents including industrial and other accidents, governance and public law propriety investigations, health and safety violations or road traffic collisions.

We can also offer a fast, cost-effective review, collection and disclosure of huge volumes of evidence and documents (up to millions) – we can quickly scale our capacity by utilising Artificial intelligence software and our Relativity product, coupled with our ability to undertake 24/7 day and night document review.

In addition, we can provide:

- a 24/7 emergency response hotline for dealing with any crisis including rapid deployment of resources (including legal and reputational advice) to deal with the most difficult of situations;
- the support of one of the UK's largest insurance claims and related services legal businesses;
- in house IT Relativity/Epiq/Egress document collection, technology review and paralegal capacity through our Mindcrest division to undertake significant and large document reviews swiftly and efficiently;
- in house paralegal and barrister team to help review documents and assemble question sets and analysis;
- a network of specialist expert witnesses and QCs to support our Inquiry team.

Case studies

Royal Borough of Kensington & Chelsea - Grenfell
We are acting on behalf of The Royal Borough of Kensington and Chelsea (RBKC) in relation to the Public Inquiry and Metropolitan Police Investigation arising from the fire at Grenfell Tower on 14 June 2017, which resulted in 72 fatalities.
Results:

- extensive collection and disclosure process involving over 14 million documents;
- disclosing around 60,000 relevant documents and preparing over 70 witness statements;
- responding to 15 complex and wide-ranging document requests;
- a substantive document provided to the Police responding to over 100 questions;
- advising Executive Officers and elected members, as well as managing and guiding RBKC and its employees.

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Real Estate & Real Estate Finance (Lots 1a, 1b, 1c, 2 & 4)

How we can help

DWF's global real estate team includes over 135 solicitors and over 30 paralegals advising across all UK jurisdictions. Our Public Sector Real Estate team works hand in glove with our Government and Public Sector experts to ensure that transactions satisfy vires, fiduciary duties, procurement and Subsidy Control requirements.

We advise Public Sector clients in relation to:

- property development including regeneration projects;
- commercial, mixed use and residential real estate including industrial, retail, office, leisure, student accommodation and housing (Inc. social housing);
- acquisition and disposal (freehold and leasehold including relevant tax advice);
- office rationalisation/ office accommodation projects;
- all aspects of property management including leases, lease renewals, applications for consent, licences, re-gears and disposals, surrenders, and notices;
- grant funding programmes;
- port, airport, rail and road infrastructure;
- energy (including renewable energy) infrastructure;
- planning, CPO, land assembly strategy and s.106 agreements;
- litigation including dilapidation claims, repair obligations, adverse possession, prescriptive easements, exercise of break clauses and serving of notices.

Our Asset Management team supports the wider Real Estate team delivering volume, routine asset management transactions across the UK – providing value and flexibility through experienced paralegals.

Case studies

Bradford City Council

The first of now over a dozen projects where we have advised on town/city centre regeneration using the Pagabo Developer-led framework, Bradford City Village involved the appointment of Muse/ English Cities Fund using a two-stage process (pre-development services to establish viability and deliverability; development agreement suite) and site assembly using a mixture of private treaty acquisitions and compulsory purchase powers, alongside advice on grant funding from Homes England and the Combined Authority.

Royal Borough of Greenwich

Our multi-disciplinary team are advising on all of their regeneration projects including a major urban regeneration project requiring infrastructure and collaboration agreements, variation to conditional land sale agreement including CPO land acquisition strategy, regeneration of Woolwich town centre through high street grant funding, redevelopment of the Tramshed Theatre, development of a £80m Leisure Centre and redevelopment of the Plumstead Power Station, negotiating with multiple partners.

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Restructuring & Insolvency (Lots 1a, 1b, 1c and 2)

How we can help

We specialise in providing public bodies, debtors, creditors, insolvency practitioners and other stakeholders with highly commercial, pragmatic and technically expert advice on an exceptionally broad and varied range of non-contentious and contentious restructuring and insolvency-related matters.

Relevant areas of experience and expertise include advising on:

- situations where a supplier or other counterparty is or may be in financial distress;
- formal insolvency procedures (including administration and liquidation);
- distressed sales processes;
- refinancings and restructurings (implemented either fully consensually or through court-based cramdown procedures such as Part 26 schemes of arrangement,Part26A restructuring plans and CVAs);
- special situations (including emergency liquidity injections); and
- claims against directors / counterparties in relation to antecedent transactions, fraud, breach of duties and other relevant matters.

Our extensive experience of working on high profile and time-sensitive transactions involving complex capital structures and multiple stakeholders means we can help public sector clients find solutions to the most demanding restructuring and insolvency-related problems.

Case studies

Fusion Leisure
Advised South Hams District Council and West Devon Borough Council on various issues arising from the insolvency of the Fusion Leisure group, including agreeing a funding package for the administration that helped keep the relevant leisure centres open while we assisted with the transition of the relevant services to a new provider.

Blackpool Housing Company
Acted for a subsidiary of Blackpool Council in connection with the transfer and completion of a failed housing development.

Salford City Council
Acted with regards to its creditor claim in the CVA of Salford Red Devils Rugby League Team which included negotiations with various parties relating to use of the AJ Bell Stadium, of which the Council are a major stakeholder.

Government Legal Department
Advised the GLD on various urgent and complex queries involving counter-party insolvency, including from a regulatory perspective.

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Supporting Public Inquires (Lot 1)

How we can help

Our team at DWF headed by Steffan also comprises Caroline Featherstone (formerly Solicitor to the Grenfell Tower Inquiry and the Southport Inquiry) Julia Dickins, (formerly Deputy Solicitor to the Grenfell Tower Inquiry, Victoria Neil (former head of inquiries at the Met Police) as well as Matt Cripps who leads on large scale E-discovery document collation and Ruby Morea who leads our Document review paralegal team and has led on the document review work for the Malkinson Inquiry and currently on the Southport and Manston Inquiries.

The Malkinson Inquiry involved supporting the Inquiry with its first and second level document review work, together with the usual quality control mechanisms.

We provide a fast, cost-effective review, QC and redaction of huge volumes of evidence and documents (up to millions) – we can quickly scale our capacity of paralegals and solicitors by utilising Artificial Intelligence software and our Relativity product, coupled with our ability to undertake 24/7 day and night document review. Our teams are currently supporting the work of the Southport and Manston Inquiries.

In the Southport Inquiry we are providing extensive document review, redaction, statement reviews, material provider liaison and working extensively with Solicitor and Counsel to the Inquiry. We are also working closely with the IT hosting platform provider to ensure redactions, tranches and batches are all ordered and released efficiently.

Case studies

Royal Borough of Kensington & Chelsea – Grenfell
Acting for The Royal Borough of Kensington and Chelsea (RBKC) in relation to the Grenfell Tower Public Inquiry and Metropolitan Police Investigation following the tragedy of 14 June 2017. Our role included managing the review of over 14 million documents, disclosing 60,000 relevant records, preparing more than 70 witness statements and responding to complex Inquiry and Police information requests. We advised senior officers and elected members throughout Phases 1 and 2 of the Inquiry, supported numerous FOI requests and helped RBKC implement an open and transparent approach to rebuild trust within the community.

The Southport inquiry
Acting for the Inquiry itself, providing document review, redaction, material provider liaison, witness statement redactions and general support to the Inquiry legal team.
We are working at speed and under pressure to ensure the Inquiry is able to proceed quickly, supporting the Inquiry in its work alongside the document platform provider EPIQ in ensuring documents are properly uploaded for CPs and anonymity orders are adhered to for sensitive material. We have scaled up and down our paralegal and solicitor team as and when the workflows are peaking. This provides a flexible support to the Inquiry legal team.

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RM6374
Legal Panel for Public Sector

Lot 2
Focussed Legal Support

DWF Law LLP

Digital tool tagline: Multi-disciplinary legal specialists delivering expert, flexible public sector support across complex and specialist matters.

dwfgroup.com

Lot 2
Focussed Legal Support

DWF are able to advise on all of the following elective specialisms:

Please refer to case studies in Lot 1 if the specialism has already been included as part of Lot 1.The below links will take you to the appropriate page.

- Aviation and Airports
- Assimilated Law
- Corporate Finance
- Criminal Law
- Debt Capital Markets
- Debt Recovery
- Defence and Security
- Energy & Natural Resources
- Equity Capital Markets
- Environmental Law
- Financial Institutions Rescue, Restructuring and Insolvency
- Financial Services, Market and Competition Regulation
- Food, Rural and Environmental Affairs
- Franchise Law
- Health and Safety
- Immigration
- Insurance and Reinsurance
- International Finance Organisations
- International Trade
- Investment and Commercial Banking
- Life Sciences
- Maritime & Shipping
- Merger & Acquisition Activity
- Partnership Law
- Pensions Law
- Planning Law
- Projects and Asset Finance
- Projects and Transactions
- Property & Real Estate Litigation & Dispute Resolution
- Public Inquiries – Non-statutory Independent Inquiries / Reviews
- Public International Law
- Restructuring & Insolvency
- Sports Law
- Sustainable Finance / Green Finance
- Tax Law

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.*

Aviation and Airports (Lots 1a, 2 & 5)

How we can help

We can advise airports, government and public sector bodies on these key areas:

- planning, policy and construction of air infrastructure projects;
- funding for airport infrastructure including related State aid and Subsidy Control;
- conclusion of public service obligations (PSOs) and related contracts;
- international trade issues including customs, sanctions legislation and related procedures;
- mergers and acquisitions including merger control and National Security Investment Act controls,
- consent orders;
- liability and risk;
- insurance programmes;
- regulation, including Competition Law;
- complex transactions;
- operational arrangements;
- management arrangements;
- project finance, including PFI and PPP projects; and
- disputes.

Our expertise includes advising central government and regional and local authorities on strategic and often politically significant investment programmes, as well as regulatory and compliance matters.

We also advise airlines and airports and respective public authorities on development and planning issues, development and redevelopments, on matters in connection with aircraft and all aspects of the management and operations of airports.

We have recently advised on disputes and judicial reviews involving aircraft and airports, including those arising from expansion projects. We have also advised on multiple projects involving the funding of small regional airports and related subsidies.

Case studies

Liverpool John Lennon Airport

DWF advised Liverpool City Council on successful investments in Liverpool John Lennon Airport and negotiations with the primary owners, which included advice on subsidies and the commercial market operator principle.

Dublin Airport Authority (now DAA)

Advised Dublin Airport Authority on its €40m, 4 year project which includes a cargo handler warehousing redevelopment project. We advised on the range of project risks and on appropriate contracting model to ensure an appropriate risk allocation throughout. NEC4 was selected for the construction contracts.

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Assimilated Law (Lot 1a & 2)

How we can help

Our Assimilated (EU/UK) law specialists provide the full range of advisory services, including EU regulatory and non-tariff barriers to trade, EU and WTO trade law, Competition Law, State aid and UK Subsidy Control, Public Procurement, trade defence investigations, customs and EU Funds advice, with a long history of advising in these areas pre-Brexit and across the withdrawal period and now since the conclusion and implementation of the EU/UK Trade and Cooperation Agreement (plus Northern Ireland Protocol), and now the Subsidy Control Act 2022.

Having appeared before the European Court of Auditors, successfully pleading before the European Courts in Luxembourg, and working with the European Commission in a wide variety of investigations and procedures – from clearing State aid notifications to pursuing regulatory complaints, to handling anti-dumping investigations to representing the Commission in European Court cases. Dublin.

As a result, we not only have insight into the detail of relevant law, but also the procedures and political contexts around it, and how it may be handled from inside government, and between national governments and the Commission. We also have experience acting on behalf of sovereign governments engaging with the EU from the outside, as the UK is now required to do.

Our team includes several lawyers with long-term experience of living and working in Brussels and being immersed in EU law for over 20 years. Our UK team also retains dual EU/UK qualifications. The UK team is also bolstered by a team of EU law experts across the European continent, through Brussels, Paris, Madrid, Warsaw, and Berlin.

Case studies

Successfully defending ERDF project before national court and European Court of Auditors

We advised a private sector developer accused of breaching EU law (procurement) following an audit, from which a claim for 100% claw back ensued. We acted for the developer in issuing national court proceedings against MHCLG to demonstrate no material breach of EU law and no damage to the fund. This resulted in withdrawal of the claim for claw back.

An EU Member State Government on compliance in ERDF audit

Our EU audit response team was instructed by an EU Member State government to assist it to prepare for a European Commission audit. Our review identified compliance issues but also advised on steps that could be taken to avoid an interruption to the programme. The Commission were assured by the steps taken and an interruption was avoided.

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Corporate Finance (Lot 1a & 2)

How we can help

We advise banks, credit funds, private equity funds and corporate borrowers on a wide range of corporate lending transactions, ranging from day-to-day working capital facilities to complex, multi-bank cross-border financings.

Our experience spans both bilateral and syndicated structures, and includes revolving credit facilities, term loans and refinancings, as well as facilities supporting strategic corporate activity such as group reorganisations, acquisitions and business expansion.

We advise our clients on general corporate lending, leveraged and acquisition finance, IPOs, fundraisings, takeovers, M&A and private equity transactions involving public and private companies.

Known for our track record of successfully delivering M&A and general corporate finance transactions, including as a regular adviser to investment banks, our ability to anticipate key issues sets us apart from other advisers. Project management, grounded in commerciality is an integral part of the way we drive each deal to meet timescales and budget expectations.

Our team acts for a broad mix of market participants, including UK clearing banks, international lenders and alternative credit providers, as well as corporate borrowers and private equity funds across multiple sectors. This perspective allows us to understand and anticipate the priorities of all stakeholders in a transaction, enabling us to deliver advice that is not only technically robust but also commercially aligned and execution-focused.

Case studies

Cardinal Maritime
Advised the borrower in respect of an EOT financing. This deal represented the largest EOT transaction undertaken in the UK to date and the largest EOT for a shipping logistics company worldwide.

Acted for a **Software Group** putting in place a £100m senior facilities agreement involving security in 5 overseas jurisdictions - US, Netherlands, Romanis,, Ireland and Scotland.

Bank Syndicate
Acted for a bank syndicate on the refinancing of a revolving credit facility for a leading F1 team.

HSBC Bank Plc
Acted for the lender on the cross-border financing for Aston Martin Lagonda.

Missguided Group
Advised Missguided Group on investment by Apollo backed Alteri, subsequent financing arrangements and ultimate sale to Frasers Group.

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Criminal Law (Lot 1a & 2)

How we can help

As well as defending public sector bodies on investigations and prosecutions brought by the police and/or other regulators, DWF's Prosecutions Team has significant experience supporting public bodies with their prosecution work and is regularly instructed by local authorities, National Trading Standards and the Maritime & Coastguard Agency to provide pre-charge advice and to conduct prosecutions through the courts. Our team has extensive criminal law experience and combines specialist criminal law, regulatory and public sector expertise and works closely with former police analysts employed with DWF Intelligence.

Our recent work includes representing a local authority as a suspect for Gross Negligence Manslaughter following the fire at Grenfell Tower in 2017.

The country's largest ever criminal investigation; advising a government agency on a high-profile fraud investigation with ministerial oversight and defending a local authority in a prosecution brought by the HSE.

In terms of our prosecution work, we have prosecuted numerous cases in the lower courts in relation to offences such as the illegal sale of vapes, food safety, housing and environmental breaches. We have also had exceptional results for National Trading Standards prosecuting a number of large-scale cases relating to consumer protection offences, fraud and money laundering, including cases involving extradition of offenders.

Our 24/7 Crisis Response helpline supports this work and enables the provision of an exceptional standard of service to our clients.

Case studies

National Trading Standards
We secured the conviction of 22 defendants involved in a sophisticated organised crime group targeting elderly and vulnerable homeowners through fraudulent property repair schemes. Valued at over £1 million and involving more than 50 victims and 40,000 pages of evidence, DWF provided strategic pre-charge advice throughout the investigation and represented the prosecution in key magistrates' court hearings. All defendants were convicted of Conspiracy to Defraud or Conspiracy to Convert Criminal Property, with confiscation proceedings ongoing.

Local Authority
We supported the Chief Executive in connection with multiple investigations linked to allegations concerning a former council leader and related criminal investigations. Our role included advising on governance, stakeholder management and the legal issues arising from changes in council membership during the course of the matter. By combining litigation risk assessment with practical public sector governance advice, we helped the client navigate a highly sensitive and complex dispute environment.

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Debt Capital Markets (Lot 2)

How we can help

DWF's international Banking and Finance team provides comprehensive legal support across a specific range of debt capital markets matters focusing on bond issues, bond finance facilities and credit derivative products. Acting for lenders, borrowers, arrangers and issuers, we advise on domestic and cross-border DCM transactions across multiple jurisdictions, bringing a deep understanding of the commercial and regulatory considerations affecting all parties involved.

Our expertise spans direct lending, unitranche facilities, bond facilities and other structured finance arrangements and products.

We support banks, financial institutions, private equity investors, public sector organisations and corporate borrowers on complex funding strategies and financing structures designed to meet their commercial objectives.

By combining technical legal expertise with strong sector knowledge, we help clients navigate complex financial arrangements, manage risk and deliver successful outcomes. Our collaborative approach enables us to advise on all stages of a transaction, from structuring and negotiation through to completion and ongoing portfolio management, providing pragmatic, commercially focused advice tailored to each client's requirements.

Case studies

Project Caractacus
We provided finance and commercial support to a borrower group in respect of debt and bond facilities provided by both Barclays Bank Plc and UK Export Finance (UKEF). The Barclays "senior multi-facility" covering both debt and bond issuance with Total debt facilities for exceeding £50,000,000. The UKEF facility was a trade cycle loan facility provided under UKEF General Export Facility Scheme.

Credit Derivative Support
Advising a borrower group in respect of bank bond guarantee and letter of credit facilities to be provided by National Westminster Bank plc and supported by UK Export Finance.

EuroBond Issue
Advising JP Morgan / Nomura on a €400,000,000 Eurobond issue made by TVN S.A.,

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Debt Recovery (Lot 1a & 2)

How we can help

Our experienced debt recovery team has experience in both bringing and defending Claims for clients. The team is supported by our global Dispute Resolution team.

We act for 500+ clients across all sectors, from local and central government and public bodies, to financial institutions, retailers, utility companies, insurers, telecoms and national blue chip corporates.

We offer an "end-to-end" service to clients utilising our six sub-teams:

1. Pre-legal collections – offering a highly effective letter, call, SMS and email collections strategy. This team also acts as an outsourced managed service for several clients "white labelling" the initial activity. Much of this work is undertaken for fixed fees or on a contingent basis.
2. Pre-legal investigations - some types of work require investigations before we attempt recovery, such as fraud, property damage claims and uninsured loss recovery, so we have a team specialising in undertaking these investigations prior to undertaking a bespoke collections process.
3. Legal (B2C), and
4. Legal (B2B) – both teams undertaking the full litigation process from issuing Claims, entry of Judgment, Enforcement of Judgment as well as personal and corporate Insolvency.
5. Technical – dealing with disputed and defended actions.
6. Scotland – dealing with all aspects of recovery in Scotland.

Case studies

Local authorities (various)

We support various local authorities across the country in respect of debt recovery issues, ranging from:

- Providing consultancy services to increase the rate of Council Tax (C-Tax) recovery;
- Securing and enforcing Liability Orders, to recover C-Tax and National Non-Domestic Rates (NNDR); and
- Recovery of Sundry Debt, including unpaid social care.

Central Government and public bodies

We work with many public bodies, for example:

- Government Legal Department in respect of the recovery of Costs Awards;
- The Metropolitan Police in the recovery of overdue invoices and salary overpayments;
- The Information Commissioners Office (ICO) in the recovery of monetary penalties.

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Defence and Security Law (Lot 1a & 2)

How we can help

DWF supports organisations operating across the defence and security landscape with integrated legal, regulatory and risk advisory services. We understand the unique challenges faced by the sector, including national security considerations, complex procurement and contracting requirements, cyber security and data protection obligations, infrastructure delivery, operational resilience, regulatory compliance and dispute resolution.

DWF has experience advising on classified matters for public sector and government-related organisations, supported by robust security processes and personnel cleared to appropriate levels where required.

Our multidisciplinary approach brings together specialists from legal services, risk and regulatory advisory, cyber security, investigations, commercial contracts, projects and infrastructure, employment, and dispute resolution. This enables us to provide end-to-end support throughout the lifecycle of major defence and security programmes, from procurement and project delivery through to operational governance, incident response, investigations and contentious matters.

Case studies

Serco
On its agreement with the UK Ministry of Defence for the Armed Forces Recruiting Service (AFRS), a transformative programme worth up to £1.5bn over ten years. We advised on the prime contract and sub-contracts with a consortium of delivery partners, including the licensing and contractual arrangements for the IT platform underpinning an end-to-end recruitment service. The AFRS is the first unified recruitment system, replacing separate processes for the Royal Navy,

Nuclear Decommissioning Authority (NDA)
DWF advises the UK's Nuclear Decommissioning Authority (NDA) and its subsidiaries on complex, highly regulated programmes, including the 30-year AGR transfer programme. Our work spans nuclear regulation, procurement, infrastructure and defence-related decommissioning, while supporting robust decision-making through streamlined commercial and regulatory processes.

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Energy & Natural Resources (Lot 1a & 2)

How we can help

Our energy team is composed of 150+ fee earners covering the whole gamete of energy law, regulation and practice. We have experienced partners and fee earners covering public subsidy and procurement law, planning, real estate, energy regulation, energy finance, project/commercial, employment, dispute resolution, tax, corporate and insurance.

Our energy team works as a seamless body to deliver advice in connection with energy related matters. Whether it is energy project structuring; assisting with public subsidy, procurement law; or vires, formation of project-specific special purpose vehicles, advising on energy regulation; such as Electricity and Gas Act licensing for generation and/or supply, market-standard approaches to routes to market; such as power purchase agreements (direct wire, virtual or sleeved), energy purchase and sale, aggregation or arbitrage of energy prices, funded or financed schemes (with public/private sector investment), security arrangements for such funded schemes; or construction, commissioning, operation and maintenance; and associated disputes in connection with the delivery of or ongoing operation and maintenance of an energy generation or storage scheme.

Key attention is always given to current and future regulation, law and market trends. Advice on future-proofing any energy related advice will always be at the fore; such as technological developments (for instance, energy storage, carbon capture use and storage, hydrogen, zero emissions vehicles and associated charging/refuelling infrastructure, behind the meter energy generation, use and management).

We manage cross/multi jurisdictional issues, with a strong track record of attending to English and Scots law projects.

Case Studies

Transport for Wales
We are appointed by the Welsh Government to provide legal support in finalising the Marubeni Hydrogen Purchase Agreement. The project forms part of the Welsh Government's initiative to decarbonise the bus fleet by 2035, beginning with the rollout of zero-emission Fuel Cell Electric Buses (FCEB) in South-West Wales. DWF's role involved resolving key risks, commercial issues and legal considerations between the Welsh Government, Marubeni and Transport for Wales (TfW).

Greater Manchester Combined Authority (GMCA) Go Neutral

We are providing strategic advice to structure a 5 year framework to permit GMCA districts to promote low/zero carbon energy generation. Focus on procurement law, energy policy, decarbonisation and creating a flexible framework to facilitate integrated smart energy solutions for GMCA members.

Darren Walsh, Partner
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Equity Capital Markets (Lot 2)

How we can help

We advise our clients on IPOs, fundraisings, takeovers, M&A and private equity transactions involving public companies, as well as providing specialist advice in corporate governance and securities regulation.

Known for our track record of successfully delivering ECM transactions, including as a regular adviser to investment banks, our ability to anticipate key issues sets us apart from other advisers. Project management, grounded in commerciality is an integral part of the way we drive each deal to meet timescales and budget expectations.

Our approach is comprehensive and pragmatic, whether that be by:

- maintaining good relationships with market participants, regulators and industry bodies;
- adding value by introducing clients to other advisers and benchmarking and negotiating their terms of engagement; or
- simply managing your transaction.

Through direct and first hand experience following the flotation of DWF Group on the Main Market of the London Stock Exchange and its subsequent take-private by way of a scheme of arrangement, we have significant and unique learnings and insights we can share.

Case studies

Zedra Trust
Acting for Zedra Trust as a selling shareholder in the £5.4 billion IPO of THG Holdings plc on the main market of the London Stock Exchange.

Plant Health Care PLC
Acting for Plant Health Care plc on its £32 million recommended takeover by Pi Industries.

STRABAG UK Limited
Acting for STABAG UK Limited on its £58 million recommended takeover of Van Elle Holdings plc.

Zinnwald Lithium plc
Acting for Zinnwald Lithium plc on its £57 million recommended takeover by AMG LIthium B.V.

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Environmental Law (Lot 1a & 2)

How we can help

As one of the UK's leading environmental teams, we advise on both contentious and non contentious environmental matters for a wide range of public sector clients.

We have significant experience and can support you on any environmental matter, including:

- investigations and enforcement action by regulators such as the Environment Agency, as well as supporting Local Authorities when acting as regulators themselves on matters such as nuisance and waste;
- drafting environmental provisions in contracts for sale and purchase of land which allocate liabilities for environmental risk;
- remediation and development, corporate and property transactions, including environmental due diligence, drafting and negotiating environmental warranties and indemnities and the transfer of permits;
- environment and permitting aspects of regulated activities, as well as traditional and low carbon energy projects including nuclear, hydrogen, wind and solar;
- obligations under carbon reporting and trading regimes such as Climate Change Agreements, Greenhouse Gas Permitting and UK ETS; and
- with sustainability forming an ever-growing part of the team's practice, advising on Biodiversity Net Gain (BNG), Renewable Transport Fuels, EPCs and MEES.

Case studies

City of York Council

Acting on behalf of the City of York Council in prosecuting a local builder for multiple offences under the Environmental Protection Act 1990. These included failing to prevent the escape of waste, transferring waste to an unauthorised person, knowingly depositing waste without a license, and failing to comply with a Waste Duty of Care Notice relating to controlled waste. We provided charging advice and managed the case preparation through to plea and sentencing, ensuring a fair and compliant approach to enforcement.

Nuclear Decommissioning Authority

Advising the NDA and NRS on the environmental and nuclear regulatory aspects of the transfer of 7 Advanced Gas-Cooled Reactor (AGR) nuclear power stations to the Secretary of State, alongside a huge DWF national team advising on other aspects of the transfers and projects. Our role includes working with the clients' internal technical team and advising on engagement with the relevant regulators, including the Environment Agency and Office for Nuclear Regulation

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Financial Institutions Rescue, Restructuring & Insolvency (Lot 1 & 2)

How we can help

Our restructuring and insolvency team specialises in advising on situations involving distressed financial institutions and other regulated entities.
In recent years, members of the team have worked on some of the most high-profile, challenging and complicated financial services-related insolvencies, including the administrations of Hartley Pensions and Greyfriars Asset Management and the investment bank special administrations of IBP Markets and Dolfin Financial.

DWF's involvement with multiple complex financial services-related insolvencies has also given it extensive experience of liaising collaboratively and constructively with the FCA, FSCS and other key relevant regulatory bodies.

Outside of the financial services space, the firm has also advised on the failure of a number of other regulated / strategically important organisations (including the administration of Avro Energy).

Many of these matters have involved the restructuring and insolvency team collaborating very closely with the firm's retail financial services / regulatory team and other specialist groups (including pensions and tax).

When advising on the actual or potential insolvency of a regulated entity, the DWF team focusses on providing commercial and solutions-oriented advice with a particular emphasis on protecting consumers where possible.

When combined with the firm's expertise in other areas (particularly in relation to the financial services), the R&I team is particularly well-placed to advise public sector clients on any restructuring and insolvency-related issues relating to regulated entities.

Case studies

Dolfin Financial
Advised the joint administrators of Dolfin Financial (UK) Limited and worked with the FCA and FSCS to assist the return of client investments and funds to thousands of investors. This matter also involves working with and advising The Insolvency Service in claims against directors and the former management and ultimate owners of the company.

IBP Markets
Acted for Teneo as joint administrators of IBP Markets (which was placed into investment bank special administration). This included assisting with the special administration application, the CASS and insolvency requirements arising from client assets and money (including the first ever interim distribution under the relevant special administration process) and all other aspects of the special administration.

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Financial Services, Market & Competition Regulation (Lot 1 & 2)

How we can help

Our Financial Services Regulatory team supports colleagues and clients with all regulatory issues, both contentious and non-contentious, across financial services markets, and works with our Competition Law team for all regulated markets and other Competition Law advice .

With particular specialism in consumer financial services, we have a market leading team advising retail investment businesses (wealth managers), including personal pension providers.

We have litigators and advisory lawyers specialising in regulated credit and asset finance and are aligned with DWF's insurance sector focus – we have an expert insurance regulatory capability.

Our non-legal Regulatory Consulting practice includes ex regulators, specialising in prudential and banking regulation.

Our team has experience conducting and shadowing FCA Skilled Persons reports, and we were appointed to the FCA and PRA Skilled Persons panel in April 2026.

We are engaged in supporting firms through the advice guidance boundary review and the development of targeted support; we recently acted in the Supreme Court on a case about the extent of a Principal's s.39 liabilities for its AR; we ran the Judicial Review of the FCA's British Steel DB pension redress scheme; we're engaged with the FOS and redress framework reforms through the Financial Services Lawyers Association and PIMFA, (including engaging in the EST's consultation); we are founder members of the Platforms Association supporting this important market segment come to terms with increasing regulation; and we're heavily involved in the FCA's other key initiatives in the investment sector – for example, its ongoing services, consolidation and model portfolio service reviews.

Case studies

Joint administrators of Hartley Pensions
Advising on the largest failed operator of self-invested personal pension schemes (SIPP) and small self-administered schemes (SSAS) which went into administration in July 2022, with c.£2bn of client assets and c.17,000 clients. It has been a high-profile and highly complex matter involving not only insolvency law but also financial crime considerations, multi-agency regulatory scrutiny and investigation, and litigation.

DWF was crucial in ensuring compliance with regulatory requirements, whilst mitigating legal risk and assisting with the management of press scrutiny around the case.

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Food, Rural & Environmental Affairs (Lot 1 & 2)

How we can help

We support clients at every stage from farm to fork. We recognise the sector's key challenges and provide tailored advice, whether it be on regenerative agriculture, naming the growing market for meat-like products, or dealing with cell cultured meats.

As the UK's leading food compliance and litigation practice, we are uniquely placed to advise on all farm to fork issues for a wide range of public sector clients including:

- advising on trade disputes between different bodies including Governments and trade associations and private parties;
- advising on food compliance issues;
- advising on HFSS and the application of the restrictions and their implication for the sector;
- supporting with public inquiries and investigations with regulators;
- advising on the provision of food and allergen information online;
- advising on the Contaminated Land Regime and water pollution issues, including those involving significant damage to the environment;
- undertaking comparative analysis of EU v UK food law and tracking EU divergence;
- Advising water undertakers on range of water law issues;
- advising on Deforestation, DRS, EPR and other food related environmental measures;
- advising GLD solicitors in relation to EU food regulation infringement proceedings and trade disputes under WTO;
- advising on all aspects of TCA preferential tariff issues (rules of origin) for EU/UK trade post-Brexit;
- dealing with outbreaks of food poisoning, inquest, recalls and the resulting civil claims; and
- assisting suppliers to schools and prisons to understand their food supply chain.

Case studies

International Food business

Led the regulatory workstream for a major international food business preparing for the UK's Extended Producer Responsibility reforms. Translated complex environmental legislation into practical compliance programmes, coordinating legal, sustainability and operational teams. Engaged with government consultations and industry stakeholders to support implementation, reduce compliance risk and strengthen environmental reporting, delivering outcomes aligned with both business objectives and wider sustainability goals.

A leading dairy product producer

Our client, one of Europe's leading dairy product producers, was notified that its product was the subject of a proposed infraction proceeding, against the UK government. We met with EU Commission and other Member State regulators to demonstrate our client's product and its legality. By doing so we also ensured that no action was taken against the UK Government.

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Franchise Law (Lot 1a, 1b, 1c & 2)

How we can help

We advise public and private sector clients on franchising agreements. Our team has a wealth of experience in advising our clients from a wide range of sectors including rail, hotels, retail and food. Franchises vary significantly depending on the sector, value, risk and level of control retained by a franchisor. Our advisory teams are multi-disciplinary to advise on the many facets that are relevant to a franchise operation including IP, real estate, regulatory, tax and commercial specialists to ensure an integrated service offering.

We support our clients through:

- drafting bespoke franchise agreements to cater for the business being franchised, including master franchise arrangements that provide for sub-franchises;
- reviewing and marking up any standard franchise agreements supplied by the other party including any terms and conditions;
- advising on the interpretation of franchise agreements;
- negotiating franchising agreements to finalisation;
- advising on complex intellectual property rights that arise within franchising relationships including brand protection and ownership of IP;
- advising on any commercial property interests that can arise within a franchise business;
- advising on deed of variations to franchise agreements;
- advising on dispute resolution, mediation and ADR procedures;
- advising on data protection, freedom of information and other regulatory compliance; and
- bringing franchise agreements to an end whilst avoiding expensive litigation disputes.

Case studies

Gateshead Council

Acted for Gateshead Council in the award of a duel branded franchised hotel (Ibis and Novel) in respect of a new development in Newcastle Gateshead Quays. The development is part of a £260m regeneration scheme that is a first for Gateshead council.

Scottish Government (Transport Scotland)

Acted for the Scottish Government in the award and renewal of the ScotRail and Caledonian Sleeper franchises. The ScotRail franchise is the single biggest contract led by the Scottish Government and is worth a total of £7bn over 10 years. We advised on procurement and State aid issues and drafted and negotiated the commercial agreements in connection with the franchises.

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Health & Safety (Lot 1a, 1b, 1c, 2 & 5)

How we can help

Oue Tier 1 ranked national team comprises over 50 lawyers, including former HSE and EA prosecutors. We advise on complex and high-profile corporate manslaughter, health and safety investigations including Grenfell and Didcot.

Public bodies can find themselves being both the investigator (through its EHO function) and the subject of investigation by the police and the HSE in the aftermath of an incident. Our team has the expertise to support on both and be on hand in those crucial moments in the aftermath to manage the various stakeholders, gather the information under privilege and advise on strategy early to minimise the reputational risk.

Supported by our Legal Operations division, we possess exceptional capacity to assist public sector clients across the country, no matter the size or complexity of an event or incident and by leveraging our AI and e-Discovery services, we can streamline, systematise, and scale legal processes following an incident, resulting in time and cost savings.

We provide invaluable support to our public sector clients in areas such as:

- compliance (including auditing, risk assessment, corporate support, and training);
- a 24/7 Crisis Incident Management service;
- prosecutions – with a dedicated team experienced in regulatory, local authority, and corporate/utility company prosecutions;
- inquests and fatal accident inquiries;
- internal investigations;
- appeals against enforcement notices;
- defence against investigations and prosecutions by police and regulators;
- health and safety training and gap analysis; and
- Candour and Public Accountability – our team has experience of advising public bodies in relation to the recent developments in this area.

Case studies

Royal Borough of Kensington & Chelsea – Grenfell

We remain engaged in matters relating to the Grenfell Tower fire of 14 June 2017, one of the UK's most significant public inquiries. Alongside the Inquiry, which involved 592 core participants, the Metropolitan Police continue their investigation into potential Corporate and Gross Negligence Manslaughter offences.

Maritime & Coastguard Agency (MCA)

We act for the regulatory, investigations and compliance team, handling prosecution cases against companies and individuals breaching Merchant Shipping and health and safety legislation.

Additionally, we act for HM Coastguard in relation to all its inquests and FAIs connected to deaths at sea and along the UK coastline.

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Immigration (Lot 1a, 1b, 1c & 2)

How we can help

Our experienced immigration team provides specialist advice on all areas of business immigration. We advise multi-nationals, FTSE 100 and AIM listed businesses, financial sector leaders and public bodies. We provide a comprehensive offering including the obtaining of Home Office sponsorship licences and subsequent assistance in respect of migrant sponsorship applications. We also provide support and bespoke training to ensure sponsor licence compliance obligations are met. We have significant experience in all aspects of the increasingly complex right to work check regime, including advising on civil fines, penalties and appeals.
Our team can advise on business travel to and from the UK and the associated rules on carrying out permitted business activities, as well as supporting on global recruitment matters in conjunction with our global offices and partner firms.

We advise both academic institutions and students in respect of worker and study visas together with available options post-graduation.
For individuals we are able to assist in settlement/indefinite leave to remain applications following satisfaction of requisite residency and are further able to assist with citizenship applications.

Areas of business immigration we can support on include:

- Sponsor licence applications and compliance support;
- Level 1 user service;
- RTW checks and civil penalties and fines;
- Worker and temporary worker visa applications;
- Student visa applications;
- Indefinite leave to remain and citizenship applications; and
- Global recruitment and secondments.

Case studies

A public body

Advising a public body in connection with its application for a Home Office sponsorship licence. This was in order to secure the employment of a highly skilled non-settled national that it required to head up the organisation of a prestigious international sporting event. The licence and migrant's visa were both obtained.

An academic institution

Advising a major academic institution over right to work checks and sponsorship duties. On completion of a sponsor license audit, we identified significant failings in the processes adopted which placed the client at risk of civil fine and penalty. We then advised as to remedial steps to correct/negate future risk.

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Insurance & Reinsurance (Lots 1, 2 & 5)

How we can help

Our team of legal experts include lawyers with substantial in-house insurance expertise. We can thus assist clients to meet commercial objectives and manage regulatory requirements, in a practical and efficient manner. We advise on all the regulatory, commercial and corporate aspects of insurance business such as, the life cycle and distribution of insurance products; the governance, conduct and regulatory obligations in relation to insurance business; the acquisition, merger and restructuring/run-off of insurance entries; and the commercial, corporate and capital financing requirements of those business.

We have insurance regulatory experts who are non-lawyers with whom we work in relation to compliance and prudential related insurance and reinsurance issues.

Our services include company and partnership formation, mergers and acquisitions (public and private), joint ventures, schemes of arrangement and portfolio transfers, group reorganisations for domestic and international businesses, investments in start- ups and InsurTech.

DWF's Reinsurance Team is comprised of experts who are embedded in the reinsurance market. We advise on coverage, claims and wordings in respect of all forms of reinsurance and reinsured lines of business. The team brings a depth of understanding of reinsurance products and the operation of the reinsurance market. Whether advising cedants or reinsurers, our advice goes beyond legal issues, and reflects the commercial realities faced by our clients.

Case studies

A government department
Advising a government department in relation to the suitability of the insurance arrangements of UK licensed nuclear operators.

Reinsurers
Acting on behalf of Reinsurers in a £90m claim in the Commercial Court for the recovery of contingency losses under a multiline excess of loss treaty.

Insurers and reinsurers
Representing reinsurers on coverage issues in relation to over £2bn Covid-19 related losses, spanning jurisdictions including the US, South Africa, Australia and Europe. The team represented Reinsurers in Covea v UnipolRe, a claim heard before the Commercial Court and the Court of Appeal, and numerous arbitrated coverage disputes.

Reinsurance exposures to the aviation War and All Risks losses arising from the Russian invasion of Ukraine.

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International Finance Organisations (Lot 2)

How we can help

DWF provides comprehensive legal support on complex domestic and cross-border financing transactions, advising banks, international lenders, credit funds, investors, governments, public bodies and corporate borrowers.

Our expertise spans syndicated lending, acquisition and project finance, infrastructure and energy finance, structured lending, refinancing and multi-jurisdictional transactions. By combining banking, finance, regulatory, tax and sector-specific expertise, we help clients navigate complex funding arrangements, manage risk and deliver strategically important projects across multiple jurisdictions.

We are regularly involved in multi-jurisdictional financings and transactions involving complex security and guarantee structures, often working alongside colleagues across corporate, tax, projects, commercial, real estate and regulatory disciplines to provide a fully integrated service. Our approach is pragmatic and solutions-driven, with a strong emphasis on efficient delivery and clear communication, particularly in transactions involving multiple parties, tight timelines or evolving commercial dynamics.

Case studies

Project HARP
Advised the contractor on the delivery of its works agreement and the funding arrangements for the Haweswater Aqueduct Resilience Programme (HARP), including a complex Initial Funding Package involving approximately 30 lenders, including the EBRD and EIB. The advice covered multiple financing agreements, intercreditor arrangements, bonds, guarantees and other financial support mechanisms, supporting debt funding of £2.5bn and a project value exceeding £3bn.

Project Caractacus: Provided finance and commercial support to a borrower group in relation to facilities from Barclays Bank, UK Export Finance (UKEF) and the European Investment Bank (EIB), including a UKEF-backed trade cycle loan facility. Advised on debt facilities exceeding £50m.
Manchester City Council: Advised Manchester City Council on a £100m European Investment Bank (EIB) framework loan supporting major urban regeneration projects, including infrastructure, public buildings, low-carbon energy initiatives and the utilisation of European Structural and Investment Funds.

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International Trade (Lot 1a, 1b, 1c & 2)

How we can help

We advise on all aspects of EU, UK and international trade and WTO law and particularly in light of the UK's departure from the European Union, on EU/UK relations via the Trade & Cooperation Agreement 2020 and its various implementing instruments, in addition to EU law.
Our advice ranges from the EU and UK's use of trade defence instruments such as anti-dumping and anti-subsidy, through to customs issues such as classification and rules of origin (preferential and non-preferential), through to WTO law and disputes between sovereign nations, and emerging instruments such as the EU's Foreign Subsidies Regulation.

The DWF team has a strong track-record of practicing in the EU and UK, including a very rare combination of experience of handling all kinds of EU trade defence measures in addition to State Aid measures, Competition Law measures (cartels and mergers) and public procurement - thereby being able to blend the experience of the various different remedies available.

DWF has also developed a substantial sanctions and international trade compliance practice advising insurers, brokers, shipping interests and corporate clients on UK, EU and US sanctions regimes, including Russia sanctions, export controls and trade restrictions.

Case studies

Metals traders and their insurers
DWF advised metals traders and their insurers on a USD 17 million recovery action arising from a missing consignment of metals shipped to Senegal and Ghana. The matter involved international commodity supply chains, marine transport issues and cross-border recovery proceedings.

Defending US government's subsidy programmes against EU countervailing duties (anti-subsidy proceeding)
Members of the DWF team have represented and advised a US national association of biofuels in the first EU anti-subsidy proceeding against the US.

Our assistance included analysis of US subsidy programmes and their susceptibility to countervailing measures according to WTO rules. As a result, several US programmes remained unaffected by EU action.

Securing a protective measure (anti-dumping)
We represented a European trade association responsible for a significant sector of activity in bringing a complaint and securing initial protection from dumped imports. This has extended to handling requests for interim reviews from particular exporters and into considering how the UK section of the industry will secure its future protection in view of Brexit.

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Investment and Commercial Banking (Lot 2)

How we can help

DWF advises banks, institutional lenders, credit funds, investors and corporate borrowers on a broad range of financing transactions, from day-to-day lending arrangements to complex multi-jurisdictional financings. Our expertise includes corporate lending, acquisition and leveraged finance, syndicated facilities, structured finance, asset-based lending and refinancing transactions. Through our integrated legal and commercial approach, we help clients navigate complex financing arrangements, manage risk and deliver successful outcomes across a wide range of sectors.

We are regularly involved in multi-jurisdictional financings and transactions involving complex security and guarantee structures, often working alongside colleagues across corporate, tax and regulatory disciplines to provide a fully integrated service. Our approach is pragmatic and solutions-driven with a strong emphasis on efficient delivery and clear communication, particularly in transactions involving multiple parties, tight timelines or evolving commercial dynamics.

Case studies

Middle-Eastern Bank
Advised bank in relation to a £73,000,000 asset-backed structured finance transaction in support of a UK real estate fund.

HSBC
Acted for the bank in relation to in relation to a £50,000,000 asset-based lending facility provided to an international food company.

Triple Point
Advised the credit fund lender on acquisition financing involving term and revolving credit facilities made available to Attivo Holdings Limited.

UK Bank
Advised an institutional lender in respect of a £280,000,000 senior financing with the accession of £80,000,000 mezzanine lender of another office tower in Canary Wharf, London.

Pepkor Europe
Acted for the borrower on a £180,000,000 private credit financing provided by Davidson Kempner.

DNB Bank
Acted for Norwegian bank DNB in relation to the provision of an £80,000,000 facility to a multinational food company, secured by multiple asset classes.

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Life Sciences (Lot 1a, 1b, 1c & 2)

How we can help

DWF provides a fully integrated team focused on delivering comprehensive assistance to clients in all areas of life sciences and healthcare regulation: from research and development through to commercialisation and product recalls.

Our clients include manufacturers of pharmaceuticals, medical devices, and cosmetics; healthcare professionals; universities and research organisations; and leading trade and professional organisations.

Our practice supports virtually every aspect of our clients' regulated business activities, including:

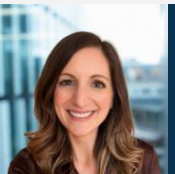
- research, clinical trials and pharmacovigilance;
- regulatory compliance, including medical devices and human tissue regulation;
- product safety, vigilance and recall;
- digital health and AI regulation;
- advertising and promotion of medicines, devices and cosmetics;
- regulatory investigations and enforcement action;
- healthcare governance, protocols and risk management;
- insurance coverage and regulatory risk issues;
- intellectual property strategy, exploitation, protection and defence, including handling of foreground and background IP in R&D programmes;
- product liability claims;
- state funding of R&D, Subsidy Control and grant funding agreements;
- corporate transactions, M&A and venture capital investments;
- data protection;
- competition compliance;
- commercial contracts, licensing and collaboration agreements; and
- Brexit-related and cross-border regulatory challenges.

Case studies

A medical device manufacturer
Advising a well-known medical device manufacturer in the defence of global product liability claims and product recall. One incident concerned a Scottish trial following a fatality allegedly caused by a defect in an electrical wheelchair.

Universities
Acted for various Universities and their spinouts on the commercialisation of life sciences tech.

Medicines Discovery Catapult
Advised the Medicines Discovery Catapult (among many others) on a series of central and local government funding packages for R&D programmes including collaborative R&D development and knowledge transfer and related commercial contracts for handling of IPRs and grant funding agreements.



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Maritime & Shipping (Lot 1a, 1b, 1c, 2 & 5)

How we can help

Our Marine and Trade team focuses on commodities, shipping, insurance, cargo, freight and logistics – both in respect of contentious and non-contentious matters. We have multi-jurisdictional experience, dual-qualified and bilingual lawyers who can help clients with all the specialist legal issues which arise across a broad spectrum of the marine and shipping sector – enhanced by our well-placed office locations.

Our areas of expertise include:

- operational and commercial contracts, (including advising local authorities on new
- contracts and operating agreements, shipbuilding contracts);
- litigation and dispute resolution (including international arbitration and mediation);
- shipping documentation;
- marine finance and leasing;
- Subsidy Control and grant funding for investments;
- marine insurance (cargo, hull and machinery, P&I, FD&D, war risks, general liability,
- negligence including full policy reviews, coverage advice, claims handling);
- ports and terminals (e.g. handling disputes relating to container demurrage, advising ports on compliance with relevant legislation);
- employment and Immigration;
- real estate;
- sanctions (e.g. implications of shipping goods to countries trading within a sanctions framework);
- customs issues, such as classification of goods and preferential rules of origin for Free Trade Agreement purposes, and related procedures and investigations;
- international trade and soft commodities.

Case studies

A local authority
Representing a local authority in a claim involving a fishing vessel being declared a constructive loss after foundering overnight while at our client's harbour in the UK. We advised the client on the strengths of its arguments and presented a strong case to the lawyers representing the opponents. We assessed analytically the contractual provisions between the parties. We are working together with Counsel to defend this action to obtain the best outcome for our client and their insurers.

Port of Dover
Acting for the Port of Dover in an application for funding to support access roads investment from the *Levelling Up Fund* and subsequent negotiation of grant funding arrangements with the Department of Transport and Kent County Council, and related Subsidy Control considerations including referral to the Competition & Markets Authority.

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Merger and Acquisition Activity (Lots 1a, 1b, 1c & 2)

How we can help

We regularly advise public authorities on their M&A activity comprising:

- share or business acquisitions or disposals (including the acquisition or sale of interests in joint ventures to which public authorities are party to);
- mergers, demergers, and group reorganisations; and
- transactions involving cash consideration, share consideration, debt waivers or asset transfers.

We provide support in the following ways:

- Legal Due Diligence – we have a dedicated platform which allows us to carry out legal due diligence (whether for a buyer or seller) to identify risks, liabilities, and compliance issues in a clear and concise 'Red, Amber, Green' rated report.
- Disclosure – we have a dedicated platform which allows us to work with public authority sellers to assist them disclosing against warranties in the transaction documentation.
- Transaction Document – working with specialists across the firm, we will prepare and negotiate transaction documentation that reflects: (i) the agreed commercial terms; (ii)clearly allocated risks and known liabilities; and (iii) is aligned with our client's strategic, financial and governance objectives.
- Deal Structuring and Execution – we advise on the optimal legal structure for any transaction (for example, the advantages and disadvantages of structuring any acquisition or sale as a share sale or an asset sale) by considering regulatory, tax, procurement, subsidiary control and operational implications applicable to public authorities. We manage the legal process from initial planning through to completion, ensuring compliance with public sector obligations and procurement rules.

Case studies

A City Council

Advised a City Council on the acquisition of the business and assets relating to its City Hall and City Arena entertainment venues and its and leisure estates as part of the wider procurements carried out by City Council to obtain new operators for these venues.

A local council

Advised a local Council on its exit from its position as a shareholder in a joint venture company, in the form of a private company limited by shares.

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Partnership Law (Lots 1a, 1b, 1c & 2)

How we can help

We were the first and only law firm to be listed on the main London Stock Exchange and therefore have a unique perspective of the intricacies of corporate partnership law, and the regulatory requirements to operate limited partnership structures within a listed company.

Our corporate team can advise on:

- formation and operation of an LLP and LP ownership structures;
- partnership disputes, which require the application of specialist knowledge of partnership law and its impact on the partners and the members;
- mergers and acquisitions of LLP/LPs;
- tax, procurement policy and Subsidy Control issues arising from setting up an LLP/LP;
- governance issues (including how best to deal with potential conflicts of interests, deeds of indemnity for members and managers);
- public law powers required to form an LLP/LP;
- dissolution and orderly winding up of an LLP/LP owned by the public sector;
- ongoing legal compliance with regulatory requirements (Modern Slavery, Living Wage, ESG, conduct and probity);
- transfer and disposal of an LLP/LPs into the private sector to generate a financial return for the public sector.

Our dedicated company secretarial team provide initial set up advice, ongoing secretarial and governance support to ensure that LLP/LPs comply with all of their duties and obligations in a timely and efficient manner. Many public sector clients find this a very cost efficient and helpful means of outsourcing all of the administrative obligations arising from both the formation and operation of an LLP/LP, and value the peace of mind which that brings and which allows the members and managers to focus on the day-to-day management and operation of an LLP/LP.

Case studies

Capita plc

Acted for Capita on its acquisition from The Department of Communities and Local Government of the UK Fire Service College, the Moreton-in-Marsh –based national training centre for fire and rescue workers.

A Local Authority

Advised a local authority in the establishment and operation of a mid-market housing fund established as an LLP to acquire housing units and make them available for rental at mid-market rates. Including advice on powers and capacity, governance, central government grant funding and subsidy control compliance.

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Pensions Law (Lots 1a, 1b, 1c, 2 & 5)

How we can help

Our UK pensions team has a wide range of experience advising on public sector pension arrangements including:

- providing advice on construction of benefit provisions, overriding pensions law and investment matters;
- negotiation of pension matters with trade unions;
- advising on outsourcing/insourcing, including New Fair Deal (and Scots law equivalent), risk sharing & costs, project agreement negotiation and TUPE/Beckmann rights;
- the drafting of statutory instruments and primary legislation;
- provision of analysis and advice in relation to government intervention in the private sector / stakeholder negotiation;
- drafting/negotiation of admission agreements and issues related to exits from LGPS;
- advice in relation to the application of legislative change to pension schemes, e.g. employer cost cap and the McCloud judgement relating to age discrimination;
- advice in relation to pension scheme governance matters, including best practice and compliance with the requirements of the Public Sector Pensions Act 2013;
- advice in relation to pension scheme investment matters, such as fund formation, risk analysis, compliance with investment regulations and the negotiation of investment documentation;
- pensions related litigation matters, including in relation to member benefit claims, investment issues and court proceedings; and
- interaction with the Pensions Regulator including in relation to information requests, improvement notices and inspections.

Case studies

Government

Advising Government on strategy in relation to the British Steel Pension Scheme. The extent of BSPS' liabilities made it difficult to secure the continued investment in Tata Steel's UK operations in Wales. Highly technical legal advice was provided on a variety of options including the eventual solution. This was brokered by the Government with numerous stakeholders with assistance from a member of the pensions team and led to a significant reduction in pension liabilities.

City Council

Advising in relation to re-tender of leisure services including strategic issues, termination of existing admitted body relationship, seeking admitted body status for incoming contractors, TUPE transfer of workforce, pensions terms of leisure operating contract and admission agreement. Required collaborative working with the client, incoming contractors and multi-disciplinary internal project team including in relation to an unorthodox two-stage TUPE transfer and implications of that for the pensions.

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Planning Law (Lots 1a, 1b, 1c, 2, 4 & 5)

How we can help

We advise on the full range of planning and environmental issues including:

- planning strategy - options and planning appraisals to support business cases;
- development consent orders (DCO), Transport & Works Act orders (TWAO), compulsory purchase orders (CPO), side road orders (SRO), marine management organisation (MMO) licences, stopping up orders (SUO);
- promotion of town and country planning (TCPA) applications, including on appeal and secretary of state call-in;
- screening, scoping and review of Habitat Regulations (HRA) and EIA;
- advice on planning conditions and permitted development rights;
- biodiversity net gain advice, strategies and related agreements;
- negotiation of s106 planning obligation agreements, planning performance agreements, asset protection agreements, interface, crossing, termination and diversion agreements and highway agreements;
- advice on town and village greens, assets of community value, Crown land, special category land and special parliamentary procedure;
- high court litigation, including judicial reviews and statutory challenges; land compensation claims, including references to Lands Chamber;
- public inquiries and investigations;
- the Contaminated Land Regime and water, air and noise pollution issues, including those involving significant damage to the environment.

Case studies

Homes England, York City Council and Network Rail – York Central Regeneration Project

DWF advised on the planning, CPO and highway closure strategy for the York Central regeneration project - a major mixed-use scheme adjacent to York Railway Station involving approximately 2,500 homes, commercial floorspace and enabling infrastructure. Work has included collaborative site promotion, viability assessment, planning support and negotiation of Section 106 obligations.

The Royal Borough of Greenwich – Woolwich Exchange Regeneration Project

DWF advised the Royal Borough of Greenwich in relation to the Woolwich Exchange CPO, to deliver a mixed-use regeneration scheme comprising 801 dwellings, the repurposing of a Grade II listed former covered market and redevelopment of a former retail centre including a new leisure centre, delivery of affordable housing and an energy centre.

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Project & Asset Finance (Lot 2 & 4)

How we can help

Our team of project, asset and structure asset finance specialists provide recognised and market leading expertise across a wide range of assets classes including conventional power generation, peaking plant, BESS, renewable technologies, wind power, wave and tidal, biomass, energy from waste, waste disposal and recycling, combined heat and power plants and hydrogen, associated technologies, for example, smartmeters and high energy user assets, e.g. data centres, medical facilities.
Our team advises lenders, sponsors, borrowers, governments, energy authorities, regulators and other entities. With increasing pressure to grow sustainable finance and ESG capabilities and to deploy 'green' assets, markets and sectors are now moving at an ever-increasing speed toward such goals and our leading team of global energy finance specialists have experience to supports our clients in moving towards and building a more sustainable-led portfolio.

We help public sector organisations deliver ambitious projects that underpin economic growth, public service transformation and infrastructure investment. Our Projects & Asset Finance team combines commercial, financial and procurement expertise to support clients through every stage of the project lifecycle, helping them secure funding, manage risk, achieve value for money and deliver lasting benefits for citizens and communities

With a strong track record across government, local authorities, healthcare and regulated sectors, we provide practical advice that turns strategic objectives into successful outcomes.

Case studies

Greater Manchester Combined Authority (GMCA)

DWF advised GMCA on options for delivering significant savings within its £4 billion Waste PFI Contract. The work involved the development of bespoke arrangements to unwind approximately 1,200 contracts, repay £550 million of capital investment, manage TUPE and pensions issues for more than 600 employees and renegotiate the Runcorn Energy from Waste project.

The project delivered savings of approximately £290 million for GMCA while ensuring continuity of a critical public service.

South Yorkshire Mayoral Combined Authority
We advised South Yorkshire Mayoral Combined Authority on the funding of new electric bus fleets and associated financing arrangements objectives

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Projects & Transactions (Lot 2 & 4)

How we can help

DWF supports government departments, local authorities, NHS bodies, combined authorities and other public sector organisations throughout the lifecycle of major projects and transactions.

Our team combines expertise in project delivery, procurement, infrastructure, funding, governance and contract management to help clients navigate complexity, manage risk and achieve successful outcomes. Drawing on specialists from across our legal and advisory practices, we provide integrated support from project inception and procurement through to implementation, contract management, restructuring, dispute resolution and exit strategies, ensuring clients receive seamless advice at every stage.

We understand the legal, commercial and governance challenges that accompany significant public investment and work collaboratively with clients to ensure projects are structured effectively, procured compliantly and delivered successfully.

We have a proven track record of guiding our clients (both public and private) through the legal and commercial issues which arise at each stage of a public procurement as well as those that arise during the whole contract life cycle.

Case studies

Sheffield City Council Advised Sheffield on three high-value, strategically important procurements to appoint new operators for the Council's leisure and entertainment portfolio, including City Hall (£185 million), Utilita Arena (£300 million) and the wider leisure estate (£310 million). Working as a cross-disciplinary team, provided end-to-end support on procurement strategy, contract drafting, subsidy, employment & pensions, tax, data protection, corporate restructuring, construction risk and governance. The project involved transfer of services from the incumbent operator, complex TUPE & pensions arrangements, regulatory approvals & implementation of new long-term operating models across multiple venues and facilities.

Department for Work and Pensions – Data Centre project

DWF advised DWP on their successful procurement, and contractualisation of the winning bidder's bid to deliver the £285m Contact Centre project for DWP. DWF ensured that the procurement was successful and allowed a contract to be executed in a short period of time.

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Property & Real Estate Litigation & Dispute Resolution (Lots 1 & 2)

How we can help

We provide strategic, commercially focused advice to occupiers, landlords, investors, developers and portfolio owners across the full lifecycle of their real estate assets. Our team advises on a broad range of contentious property matters, including landlord and tenant disputes, lease renewals, security of tenure claims, dilapidations, break notices, rent and service charge disputes, forfeiture, possession proceedings, property insolvency issues, development disputes and complex portfolio-wide litigation strategies. Working closely with our Real Estate, Construction and Planning specialists, we provide seamless support on matters ranging from day-to-day asset management issues through to high-value and strategically significant disputes.
We act for a diverse range of clients supporting some of the UK's largest occupiers and property portfolios. Our experience includes advising Tesco across its 3,000-store estate, Costa Coffee across its 2,400-store portfolio, EE's network of more than 600 retail stores, Swarovski's UK and Ireland property portfolio, and long-standing clients such as Wincanton, Speedy Hire and Howden. Our role regularly extends beyond individual disputes to providing strategic portfolio management, estate rationalisation, risk management and ongoing asset protection advice.
Acting as a genuine extension of our clients' in-house property and legal teams, we combine sector knowledge, technology-driven solutions and national coverage to deliver consistent, commercially focused outcomes. Whether supporting a single contentious matter or managing disputes across a large property portfolio, we help clients maximise value from their real estate assets while ensuring disputes are resolved efficiently and cost-effectively.

Case studies

Swarovski
DWF has advised Swarovski since 2005 on transactional and real estate litigation matters across its UK and Ireland portfolio, including shopping centres, designer outlets and high street locations. More recently, we have supported several high-profile London acquisitions, including its flagship Regent Street store, Battersea Power Station and Canary Wharf locations.

Tesco
In 2023, DWF were appointed to Tesco's legal panel in England and Wales to act on all real estate matters across their 3,000-store portfolio. Advising on acquisitions, disposals, leasing, renewals and property litigation. We have also supported Tesco in maximising value from its estate through agreements with major brands, including Burger King and Pure.

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Public Inquiries – Non Statutory Independent Inquiries / Reviews

How we can help

Drawing on our experience of working on and being actively involved in some of the most significant public inquiries in the UK such as Grenfell, our expert lawyers can navigate through the importance of handling the requirements of an inquiry with candour, sensitivity and transparency.

We can advise on all aspects non-statutory inquiries (independent reviews), including: setting up an investigation; defining Terms of Reference (ToR); identifying improvements; mitigating legal and regulatory exposure; crisis management; implementing best practices (e.g. cultural reform); deploying technology for efficient and effective document review & disclosure; evidence analysis and testing it against ToR; delivering practical recommendations and remediation; guidance throughout the entire investigation lifecycle – our team includes an independent consultant who is a former head of the UK government's central inquiries function.

In addition, we can provide:

- a 24/7 emergency response hotline for dealing with any crisis including rapid deployment of resources (including legal and reputational advice) to deal with the most difficult of situations;
- the support of one of the UK's largest insurance claims and related services legal businesses;
- in house IT Relativity/Epiq/Egress document collection, technology review and paralegal capacity through our Legal Operations division to undertake significant and large document reviews swiftly and efficiently;
- in house paralegal and barrister team to help review documents and assemble question sets and analysis;
- a network of specialist expert witnesses and QCs to support our Inquiry team.

Case studies

A London based Local Authority
We are acting on behalf of a London based local authority who had a gas explosion occur in their area which required an independent investigation into the cause. This required establishing terms of reference and working with the local authority to gather documents, interview key witnesses and produce a report with extensive recommendations for improvement. We worked with the local authority to monitor the implementation of the recommendations before the final report could then be signed off.
Our team advised on incident response, evidence gathering, stakeholder management and regulatory engagement, helping the Council navigate a high-profile and sensitive matter while supporting its cooperation with the HSE investigation.

This instruction demonstrates DWF's capability to support public sector clients through complex, high-profile incidents involving regulatory scrutiny and significant stakeholder management requirements.

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Public International Law (Lots 1a 1b, 1c, 2 & 5)

How we can help

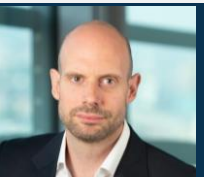
Our teams have a strong track record of advising both public and private sector clients on complex administrative and public law matters, often in high-stakes, high-value, and politically sensitive contexts. We bring deep technical expertise and strategic insight to issues that sit at the intersection of domestic and international law.
Our experience spans a wide range of public international law issues, including:

- **International Trade Treaties:** Advising governments, regulators, and corporates on their rights and obligations under bilateral and multilateral trade agreements, including WTO rules and free trade agreements.
- **Arbitration & Enforcement:** Enforcing international arbitration awards against sovereign states, including through mechanisms and remedies available under public international law and domestic enforcement regimes.
- **International Tribunal Representation**: Acting for clients in trade and investment disputes before international tribunals.
- **Domestic Litigation Involving International Law**: Litigating complex public international law issues before domestic courts, including the English High Court, particularly where international obligations intersect with domestic administrative law.

We have advised on and conducted a significant number of matters across these areas, often involving novel legal arguments, cross-border coordination, and sensitive political considerations.
Our case studies provide a snapshot of the types of matters we handle and the strategic value we deliver to our clients.

Case studies

Polish-Macedonian Investment Treaty Dispute
Advising a Polish private company from construction sector on a potential investment arbitration against Macedonia under the Polish-Macedonian Agreement("Polish-Macedonian BIT"). Questions focused on whether the Macedonia Courts denied Polish company justice (and thus breached fair and equitable standard of protection under the Polish-Macedonian BIT) by refusing to enforce an ICC award, in violation of the provisions of the New York Convention. Outcome and Impact: payment of award.



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Sports Law (Lot 2)

How we can help

The DWF Sports Group is celebrating 40 years in Sport: from advising early F1 World Champions and Ballon D'Or winners to supporting PARIS 2024 – Organising Committee of the Paris 2024 Olympic and Paralympic Games.
The Group delivers across a broad range of sporting disciplines and has genuine expertise in major infrastructure and event delivery:

- The Group has highly recognised Olympic/ Paralympic experience and has carried out extensive work with PARIS 2024 – Organising Committee of the Paris 2024 Olympic and Paralympic Games. Over the last four years it has advised on numerous important aspects, including the elaboration of tender processes and the negotiation and drafting of partnership, licensing, hospitality and audio-visual and media contracts.
- It also has UK-specific major event experience and was also the sole legal adviser over five years from the initial concept phase to delivery of the first ever multi-discipline UCI Cycling World **Championships** held in Glasgow and across Scotland in August 2023.
- It has advised Event Scotland and the Scottish Government on various other major sporting events, including on host nation agreements, for events including **the Open Championship**, **the Scottish Open**, **the Ryder Cup, the Scottish Women's Open**, and the **IRB Rugby Sevens World Cup.**
- The Group also has a particular understanding of football, proudly acting for a number of Premier League Clubs in England and Scotland, as well their equivalents across Europe.
- The Group has considerable experience in working with Government, Local Authorities and Municipalities in developing and operating sporting frameworks, including Public Private Partnerships and their preparation and participation in public procurement procedures and grant and subsidy applications.
- This specialised focused also includes stadia development, intellectual property, employment, immigration, commercial, health and safety and data protection

Case studies

Olympic & Paralympic Games Paris 2024
Assistance on numerous important aspects, including the elaboration of tender processes and the negotiation and drafting of partnership, licensing, hospitality and audio-visual and media contracts.

Premier League Clubs in England and Scotland: Acting for a number of Premier League Clubs in England and Scotland, as well their equivalents across Europe.
For a number of years supporting La Ligue de Football Professionnel in France and La Liga in Spain.

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Sustainable Finance / Green Finance (Lots 1a, 1b, 1c & 2)

How we can help

We regularly advise a variety of central and local government, Combined Authorities, LEPs, government special purpose vehicles and other stakeholders and bodies on the following key areas all linked to sustainable, green and/or renewable assets and technologies:

- traditional and specialised asset classes and technologies including renewables, power storage, energy transition, generation and "electrification" infrastructure;
- Carbon and environmental finance including green bonds;
- Project and Real Estate finance (including PFI and PPP projects and real estate energy efficiency);
- Renewable and Low Carbon Fuels: We support innovative green fuels project developers and technology companies on low carbon fuels from waste to X(WtX), hydrogen and sustainable aviation fuel;
- environmental, social and governance (ESG) aspects of lending and investment transactions;
- loans, lending and borrowing generally;
- guarantees and security arrangements;
- prudential borrowing;
- equity investment and grant funding;
- Subsidy Control and the market economy operator principle;
- trade and export finance;
- transfers of loan assets; and
- restructuring of loans, insolvency, security enforcement and recoveries.

Our expertise in public sector ESG and Green finance expertise enables us to deliver a wide range of services linked to ESG lending, borrowing, bond issues, securitisations and investment transactions and provide tailor regulatory advice on, taxonomy, sustainable financial disclosure regulation and task force on climate related disclosures by local and combined authorities, government departments and agencies and other public sector bodies.

Case studies

Aberdeen City Council (ACC)
Following on from their procurement of an energy from waste facility, ACC with our support is now developing a significant district energy scheme to supply council owned buildings and housing association and care home properties. We are also instructed to advise on the development of the role of ACC in this part of the scheme; looking at ACC's role as energy supplier and the financing of such projects.

Manchester City Council (MCC)
Advised the MCC and GM Combined Authority on the structure and documentation for a mixed equity, loan and grant investment in a medical joint venture start-up as part of a strategic partnership with regional health authorities and education institutions.

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Tax Law (Lots 1a, 1b, 1c, 2 & 5)

How we can help

We have extensive experience advising public bodies on all aspects of taxation arising on a wide range of projects, either acting independently or as part of a wider joint venture with a private sector partner. Our industry recognised multi-disciplinary team of tax specialists is located throughout the UK including Scotland. The tax team acts as a coherent single team on a UK-wide basis to provide a seamless service to all of DWF's clients.

Our areas of specialism include:

- tax issues arising on public sector corporate structuring or transfer of assets;
- tax issues associated with joint ventures between public sector bodies and other parties;
- customs issues related to the import and export of goods in and out of the United Kingdom;
- tax issues that arise on investment and development projects including SDLT, LTT, LBTT, VAT, capital allowances (including special rules relating to Freeports) and the Construction Industry Scheme;
- employment taxes including IR35 and off-payroll working rules, termination payments and settlement agreements;
- tax issues arising in commercial contracts.

We properly consider the various (and sometimes competing) tax implications from the perspective of the public body.

Where relevant, we also consider if there may be tax implications arising on other stakeholders engaged on a project to pre-empt any risk of a project not proceeding.

We act closely with our colleagues in other practice areas using our sector knowledge to ensure that our tax advice takes into consideration the commercial context.

Case studies

Welsh Government – Cardiff Bus Station
We advised the Welsh Government on the tax aspects of the site assembly and complex redevelopment of an integrated transport hub at Cardiff to including a new 14-bay bus station; c. 100,000 sq. ft. of office space above the interchange; a PRS scheme of over 318 luxury apartments; and car and cycle parking facilities. We successfully navigated complex tax issues including LTT and VAT on the different aspects of the development for different (public and private sector) parties.

Gateshead Council– Arena Development
Advising Gateshead Council on the tax aspects of the structure and funding of the regeneration of an area of waterfront in Gateshead by the development of an arena complex and associated commercial leisure, retail and offices, with an anticipated development cost of c. £300m involving a funding lease structure and substantial grant funding from the North of Tyne Combined Authority.

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Government
Commercial
Agency
Supplier

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RM6374 Legal Panel for Public Sector

Lot 3
Litigation & Disputes

DWF Law LLP

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Lot 3
Litigation & Disputes

DWF are able to advise on all of the following:

Please refer to case studies in Lot 1 or 2 if the specialism has already been included as part of previous Lots. The below links will take you to the appropriate page.

Mandatory specialisms:

- Commercial Litigation and Dispute Resolution
- Dispute Resolution and Litigation Law
- Public Law Litigation and Dispute Resolution

Optional or Elective specialisms:

- Debt Recovery
- Employment Litigation and Dispute Resolution
- Financial Litigation
- Private Law Litigation and Dispute Resolution
- Property and Real Estate Litigation and Dispute Resolution
- Statutory Civil Recovery

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.*

Commercial Litigation & Dispute Resolution (Lot 1a, 1b, 1c & 3)

How we can help

We have extensive experience advising and representing public sector organisations in complex, high-value and strategically significant disputes. Our team acts for central government departments, arm's length bodies, local authorities and other public sector entities across the full spectrum of private law litigation and dispute resolution matters. This includes contractual disputes, outsourcing and service delivery disputes, employment-related litigation, procurement challenges, subsidy control disputes, judicial review proceedings with a private law interface, and claims arising from the delivery of public services.

Our approach combines deep understanding of the public sector operating environment with strong litigation expertise.

We routinely work alongside in-house legal teams, procurement professionals, HR teams and senior stakeholders to manage legal risk, protect public funds and minimise disruption to essential services. We recognise the additional governance, reputational and accountability considerations faced by public bodies and tailor our advice accordingly.
We regularly support clients through all stages of the dispute lifecycle, from early risk assessment, strategic advice and alternative dispute resolution through to tribunal proceedings, High Court litigation, appeals and enforcement.

Case studies

Durham Co. Ltd (trading as Max Recycle) vs Durham Council [2025]

DWF successfully defended Durham County Council in the first challenge under the Subsidy Control Act and other public law, leading to new public law *Statutory Guidance*. DWF also secured a successful expedited appeal against a cost capping order. DWF also acted for Durham Council again in a further successful defence of a subsidy challenge in 2026, in *G Thomas & others v Durham Council*.

ParkingEye Ltd

DWF acted for the successful claimant in the first case to be considered under the Procurement Act 2023, notably the *ParkingEye Limited v Velindre University NHS Trust* case. This ground-breaking decision provided the first judicial interpretation of the new automatic suspension provisions under the Act and has shaped the approach to procurement challenges across the public sector.

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Dispute Resolution and Litigation Law (Lot 1a, 1b, 1c, 3 & 5)

How we can help

Our Public Sector litigation team works with clients across the UK. Our team has expertise in all aspects of dispute resolution including arbitration (domestic and international) and mediation (including a team of trained mediators).

The team is backed by a large scale claims division dealing with high value and volume claims. The team is further augmented by an ability to deploy volume and technology resource from our Legal Operations division at short notice. We routinely form multi-disciplinary teams of experienced non contentious public sector lawyers and commercial litigators to analyse risks faced and adopt a strategic approach in both bringing and defending claims for government and public sector bodies.

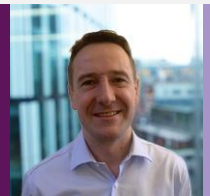
By acting on both sides of disputes related to the public sector (including long experience of acting both for and against public sector bodies), we understand both sides' strategies and are able to demonstrate our technical expertise of the relevant substantive law (e.g.. procurement) alongside a strategic approach to dispute resolution and judicial review.

We build our relationships on trust and this includes our pricing. We welcome discussions on alternative pricing structures, incentivising delivery of best outcomes and enabling you to budget your costs and cash flow.

Case studies

Central Government Body
We supported in connection with a range of complex contractual disputes, providing strategic advice regarding the interpretation and operation of the Model Services Contract. Our work focused on helping the client understand its rights, obligations and potential dispute resolution options, enabling informed decision-making and the management of legal and commercial risk throughout the lifecycle of critical public sector contracts.
Oak National Academy DWF has acted for Oak National Academy since November 2022 as the sole Interested Party in a high-profile judicial review brought against the Secretary of State for Education.

The claim challenged the operation and funding model of Oak National Academy following its establishment as an arm's-length body of the Department for Education. Our team provided strategic and practical advice throughout all stages of the claim, working closely with ONA and alongside the Government Legal Department under common interest privilege arrangements. This included advising at the pre-action stage, supporting compliance with the Pre-Action Protocol for Judicial Review, preparing Summary Grounds of Resistance, drafting detailed witness evidence, undertaking document review and disclosure exercises, and advising on ONA's ongoing duty of candour obligations



Ed Williams, Partner
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Employment Litigation and Dispute Resolution (Lot 3)

How we can help

DWF's Employment Litigation & Dispute Resolution team provides strategic, commercially focused support to employers across the full spectrum of contentious employment matters. Operating as a single national team across the UK and Ireland, we advise public and private sector organisations on complex workforce challenges, helping them manage legal risk, protect their reputation and achieve their people and business objectives.

We routinely defend employers in Employment Tribunals, the Employment Appeal Tribunal, higher courts, the Industrial and Fair Employment Tribunal in Northern Ireland, and the Workplace Relations Commission in the Republic of Ireland.

Our expertise covers unfair dismissal, discrimination, whistleblowing, equal pay, TUPE, workplace investigations, grievance and disciplinary matters, as well as complex employee relations issues involving senior executives and business-critical personnel.

Our team manages hundreds of tribunal claims each year and supports a diverse client base. We have significant experience handling high-value and high-risk claims involving disability discrimination, neurodiversity, sexual harassment, whistleblowing and large-scale organisational change programmes.

Through our proprietary Tribunal+ platform, we provide clients with real-time oversight of claims, case trends and management information, transforming employment disputes from a reactive legal process into a proactive risk management tool. Alongside litigation support, we advise on restructures, redundancies, TUPE transfers, workplace policies, organisational change and strategic HR projects, acting as a true extension of our clients' HR and legal teams to deliver efficient, cost-effective and commercially focused outcomes.

Case studies

Metropolitan Borough Council
We on a complex and long-running employment dispute arising from the dismissal of an employee who subsequently brought claims for unfair dismissal, disability discrimination, race discrimination, religion discrimination, sex discrimination and whistleblowing detriment. The matter involved substantial volumes of documentation and multiple applications to the Employment Appeal Tribunal.

We successfully supported the client throughout the litigation, including defending repeated appeal attempts, helping to mitigate legal, operational and reputational risk whilst ensuring a robust and proportionate approach to dispute management.

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Financial Litigation (Lot 3)

How we can help

DWF provides specialist financial litigation and dispute resolution services to banks, lenders, insurers, investment firms, fund managers and other regulated financial institutions. We advise clients on complex, high-value and business-critical disputes, combining deep sector knowledge with extensive experience of litigation, arbitration, mediation and regulatory investigations. Our approach is commercially focused, helping clients assess risk, protect reputation and achieve efficient resolutions while navigating an increasingly complex regulatory landscape.

Our experience spans a broad range of financial services disputes, including consumer finance and lending claims, financial misconduct allegations, fraud and asset recovery, shareholder and investor disputes, professional negligence claims, regulatory investigations, financial crime matters, and contentious issues arising from banking, insurance and investment products. We regularly support clients in responding to FCA and PRA investigations, regulatory enforcement actions, complaints and redress schemes, as well as managing large-scale and high-volume litigation programmes.

Case studies

Foreign financial institution
The client sought recovery and enforcement of significant assets across several jurisdictions as part of a complex financial dispute. DWF coordinated recovery and enforcement activity across multiple jurisdictions, combining litigation expertise with international dispute management capability. The team pursued claims valued in excess of US$750 million and managed complex cross-border recovery strategies for the financial institution.

Financial Lines Insurer
The insurer faced a claim arising from investor allegations against an independent financial adviser that had entered liquidation. The matter involved complex coverage and liability issues. We guided the insurer through the litigation and claims management considerations arising from the investor action

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Statutory Civil Recovery (Lot 3)

How we can help

DWF provides end-to-end support on statutory and civil recovery matters, helping public sector organisations, utilities and other regulated bodies recover monies, losses and damages efficiently and proportionately. Our team combines specialist litigation, recoveries, regulatory and public sector expertise to pursue recovery actions through pre-action engagement, negotiated settlement, litigation and enforcement where required. We advise on the viability of recovery actions from the outset, undertake detailed investigations, assess prospects of recovery, and develop commercially focused strategies that maximise recoveries whilst managing cost and reputational risk.

We have particular experience supporting public bodies and statutory undertakers. This includes recovering monies owed to utility providers and pursuing damages claims relating to infrastructure and operational assets, as well as advising on enforcement strategies, investigation processes and litigation where voluntary recovery cannot be achieved.

Our approach is focused on securing recoveries as early as possible while maintaining a pragmatic and commercially driven service

Case studies

Local authorities (various)
We support various local authorities across the country in respect of debt recovery issues, ranging from:

- Providing consultancy services to increase the rate of Council Tax (C-Tax) recovery;
- Securing and enforcing Liability Orders, to recover C-Tax and National Non-Domestic Rates (NNDR); and
- Recovery of Sundry Debt, including unpaid social care.

Central Government and public bodies
We work with many public bodies, for example:

- Government Legal Department in respect of the recovery of Costs Awards;
- The Metropolitan Police in the recovery of overdue invoices and salary overpayments;
- The Information Commissioners Office (ICO) in the recovery of monetary penalties.

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Government
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RM6374 Legal Panel for Public Sector

Lot 4
Projects & Complex Advice including PPP

DWF Law LLP

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Lot 4
Projects & Complex Advice including PPP:

DWF are able to advise on all of the following:

Please refer to case studies in Lot 1, 2 or 3 if the specialism has already been included as part of previous Lots. The below links will take you to the appropriate page.

Mandatory specialisms:

- Competition Law
- Construction Law
- Contracts
- Litigation and Dispute Resolution
- Planning Law
- Project & Asset Finance
- Projects & Transactions
- Public Private Partnerships (PPP)
- Public Procurement
- Property, Real Estate and Real Estate Finance
- Public Law

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.*

Government
Commercial
Agency
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RM6374 Legal Panel for Public Sector

Lot 5
Transport and planning
DWF Law LLP

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Lot 5
Transport and Planning:

DWF are able to advise on all of the following:

Please refer to case studies in Lot 1, 2 , 3 or 4 if the specialism has already been included as part of previous Lots. The below links will take you to the appropriate page.

Mandatory specialisms:

- Planning Law
- Public Procurement Law
- Rail Commercial Law
- Regulatory Law
- Subsidy Control

Optional or Elective specialisms:

- Competition Law
- Dispute Resolution and Litigation Law
- Employment Law
- Environmental Law
- Health and Safety
- Highways Law
- Information Law including Data Protection Law
- Information Technology Law
- Insurance and Reinsurance
- Intellectual Property Law
- International Law
- Maritime and Shipping
- Pensions Law
- Real Estate and Real Estate Finance
- Restructuring and Insolvency
- Tax Law

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Highways Law (Lot 5)

How we can help

DWF has experience advising public sector clients on all aspects of highways law, supporting the planning, funding, delivery and operation of major infrastructure, regeneration and transport projects. We act for local authorities, combined authorities, government bodies, Homes England, National Highways and strategic infrastructure providers on complex highways matters that are critical to the successful delivery of development and regeneration schemes.

Our advice spans the full project lifecycle, including DCOs, planning permissions, highways agreements, road improvement schemes, stopping up and diversion orders, public rights of way, highway adoption, traffic and transport infrastructure, compulsory purchase, land assembly and associated planning obligations.

We regularly negotiate and complete Section 38 and Section 278 agreements, Section 106 obligations, water and utility infrastructure agreements, and asset protection arrangements with statutory undertakers and highway authorities. Working as an extension of in-house legal and project teams, we provide practical, solution-focused advice that helps public sector clients navigate complex statutory processes, manage stakeholder interests and deliver infrastructure projects on time and with legal certainty.

Our multidisciplinary approach brings together specialists in planning, compulsory purchase, real estate, construction and procurement law, enabling us to support the successful delivery of complex highways and transport infrastructure programmes.

Case studies

Welsh Government
DWF advised the Welsh Government on delivery of the Head of the Valleys Road Scheme, including advice on the implementation of planning permissions, promotion of additional compulsory purchase powers, compensation arrangements and settlement of complex land compensation claims.

National Highways on the promotion of a DCO capacity upgrade to the A5036 Princess Way dual carriageway between the Port of Liverpool and the M58 as part of the Department for Transport's Road Investment Strategy. The team provided strategic planning advice and supported the successful defence of a judicial review challenge.

Wolverhampton City Council
Advised on the development of a new railway station entrance and related transport infrastructure improvements as part of the wider Interchange Project.

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Rail Commercial Law (Lot 5)

How we can help

DWF has significant experience advising clients across the rail sector on complex commercial, procurement, infrastructure, operational and regulatory matters. Our work spans strategic rail projects, passenger franchise procurement, infrastructure development, rolling stock arrangements, public sector transport programmes and operational contract support, providing clients with commercially focused legal advice throughout the lifecycle of major rail investments and services.

Our experience extends to major rail infrastructure and regeneration projects. We have advised the Welsh Government and GCRE Limited in relation to the Global Centre for Rail Excellence, including the acquisition of a 1,000-hectare site to facilitate development of a nationally significant rail research, testing, education and innovation facility.

This work required the integration of infrastructure, land acquisition, development and investment considerations within a complex public sector environment.

In addition, we have supported local authorities and public sector bodies on rail-led regeneration and transport connectivity initiatives. Examples include advising Selby District Council on land acquisition and compulsory purchase matters associated with a multi-modal transport improvement scheme centred on Selby Train Station, and advising Wolverhampton City Council on its Interchange Project, including the development of a new railway station entrance and associated transport infrastructure improvements.

Case studies

Welsh Government
The Welsh Government required support to deliver the Global Centre of Rail Excellence, a £150m rail testing and innovation facility on a former opencast mining site. The project involved multiple workstreams, complex risk allocation and significant public investment. DWF advised on procurement strategy, contract structuring, risk allocation, pricing mechanisms, contract negotiation and delivery processes. We also delivered training and support to the client team to facilitate programme delivery.

Scottish Ministers acting through Transport Scotland
Advised on all legal aspects of procurement, mobilisation and operation of both rail franchises. Advised on rail transport law, franchising arrangements, rolling stock procurement, procurement, finance, subsidy control and competition law. Supported development of an integrated alliance model between ScotRail and Network Rail.

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Regulatory Law (Lot 5)

How we can help

DWF provides specialist regulatory advice across the transport sector, supporting public bodies, government departments, regulators, infrastructure owners and operators on the interpretation and application of complex legislative and regulatory frameworks. Our multidisciplinary team combines expertise in public law, regulatory compliance, procurement, infrastructure delivery, commercial arrangements and dispute resolution, enabling us to deliver practical and legally robust solutions to some of the UK's most significant transport programmes and projects.

We advise on many of the statutory and governance frameworks underpinning transport infrastructure and public transport services.

Our lawyers regularly support clients in navigating evolving regulatory requirements, ensuring compliance with statutory duties, regulatory permissions, public sector governance obligations and wider accountability requirements.

We have supported organisations including the Maritime and Coastguard Agency on matters connected with operational delivery and regulatory compliance.

Working alongside our specialists in procurement, competition, planning, environment, health and safety, commercial, real estate and litigation, we provide integrated advice that enables clients to deliver critical transport infrastructure and services while maintaining compliance with increasingly complex regulatory and legislative requirements

Case studies

Ryze Hydrogen ("Ryze")
Ryze supplies organisations wanting to decarbonise their operations through the use of clean hydrogen for heavy-duty vehicles and long-range fleet operators, through to industry, and domestic energy users. DWF advised Ryze on aspects associated with project structuring and partnering arrangements with their project partners. DWF also advised Ryze in connection with hydrogen off-take agreements to supply national bus and rail organisations who are transforming their fleet of vehicles to hydrogen fuel cells.

Homes England, Network Rail and York City Council
DWF devised the planning and highway closure strategy for the York Central regeneration project, a major mixed-use scheme involving approximately 2,500 homes and enabling infrastructure. Work included collaborative site promotion, viability assessment, planning support and negotiation of Section 106 obligations.

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Subsidy Control Law (Lot 5)

How we can help

DWF has one of the largest and most experienced dedicated State aid and Subsidy Control teams active in the UK and Ireland. Members of the team have worked within and with the European Commission in Brussels and the Competition & Markets Authority in the UK in addition to the EU and national courts, alongside a great breadth of relevant experience of practice at the highest levels over decades. Our lawyers have experience of transport projects across the EU and UK regimes, from Liverpool's cruiseliner terminal pre-Brexit to regional UK ports and airports today.

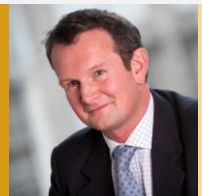
Our lawyers assisted Parliament in the design of the Subsidy Control Act 2022 and have assisted central government agencies and non-departmental public bodies in the design of subsequent Streamlined Subsidy Schemes, and successfully advised on the UK's first Subsidy Control case before the Competition Appeals Tribunal (*Durham Co. Limited v Durham Council*). Our firm also notified the first individual subsidy to the Competition and Markets Authority (*Arts Council England and English National Opera*). Therefore, whether you are a local authority or a Combined Authority delivering a new programme or a central government department or agency administering to local or regional government, our specialist lawyers can help you navigate the Subsidy Control rules successfully and defensibly to achieve your objectives.

DWF's team of Subsidy Control experts has been trusted to advise on the Subsidy Control compliance of some of the UK's most high profile public funded projects. This includes advising on over 20% of the successful bids to the Levelling Up Fund, included in which being the *Port of Dover access roads* project and CMA referral.

Case studies

Plymouth City Council
DWF successfully acted for Plymouth City Council in navigating a Competition & Markets Authority (CMA) referral of proposed subsidies for investment in 50 zero emission buses (ZEBs) for the purposes of reduction of carbon emissions and improvement of air quality, and by replacing conventional diesel buses for use on the relevant routes.

Derry & Strabane District Council
DWF successfully advised Derry & Strabane District Council in its own referral to the CMA of proposed subsidies to City of Derry Airport Limited for the operations of Derry Airport using funds from the Northern Ireland executive. Our work included devising the Subsidy Control approach and assistance in the designation and entrustment of the related *Services of Public Economic Interest* (SPEI) obligation deploying Section 29 of the Subsidy Control Act 2022.



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Our Integrated Legal Management approach delivers greater efficiency, price certainty and transparency for our clients.

We deliver integrated services on a global scale through our three offerings; Legal Services, Legal Operations and Business Services, across our eight key sectors. We seamlessly combine any number of our services to deliver bespoke solutions for our diverse clients.

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