RM6374 LEGAL PANEL FOR PUBLIC SECTOR

PROSPECTUS

SEPTEMBER 2026 – V2

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Disclaimer

Information included in this prospectus, including case studies and key contact biographies, should be checked before publication to confirm it is not commercially sensitive and that permission has been obtained where required.

SUPPLIER INTRODUCTION

Summary of our organisation

Womble Bond Dickinson (UK) LLP (**WBD**) is a multi-disciplinary UK law firm providing legal advice across England & Wales and Scotland through an integrated team. We support public sector organisations including central government, arm's length bodies, local authorities, education bodies, health organisations, regulators and public sector companies. Our RM6374 offering brings together lawyers from commercial, procurement, public law, real estate, construction, projects, planning, employment, dispute resolution, pensions, technology, data, regulatory, environmental, energy and infrastructure teams to provide co-ordinated advice across the full range of public sector legal requirements.

What you can expect when you work with us

Buyers can expect clear, practical and proportionate advice focused on the decision they need to make. At the start of each instruction, we will agree scope, budget, timetable, reporting requirements, roles and escalation routes, then manage delivery through an appropriately resourced team with senior oversight and clear accountability. We aim to make advice easy to use by setting out the issue, options, risks and recommended next steps in plain English, supported by matter plans, action trackers, legal technology and existing know-how where these improve quality, speed, consistency or cost efficiency.

What sets us apart from other suppliers

What sets WBD apart is the combination of public sector experience, specialist breadth and disciplined delivery. Our teams advise on statutory powers, governance, procurement, subsidy control, major projects, regeneration, infrastructure, health, education, transport, technology, data and disputes, allowing buyers to access joined-up advice without having to manage multiple workstreams separately. We bring both transactional and contentious insight, meaning we can help buyers structure lawful and deliverable solutions, anticipate challenge risk and respond quickly if issues arise.

Our approach is collaborative, transparent and outcome focused. We use flexible resourcing, including appropriate delegation to junior lawyers, paralegals and solicitor apprentices under supervision, to support value for money while maintaining quality. We also work with buyers to support their wider objectives, including social value, environmental stewardship, responsible procurement, skills development and knowledge transfer through training, briefings and practical guidance. This means each instruction is delivered not only as a legal task, but as part of a wider public sector outcome.

Digital Tool tagline

Womble Bond Dickinson are multi-disciplinary public sector specialists delivering clear, practical advice across complex projects & legal challenges.

TEAM STRUCTURE

Supplier Relationship Manager (SRM)

Iain Greenshields, Partner & Head of Public Sector
iain.greenshields@wbd-uk.com
+44 191 279 9837

Key point of contact for bid/tender opportunities

bids@wbd-uk.com

Key roles for the provision of services

Lot	Description	WBD Lot Lead(s)
Lot 1a	Full Legal Service Provision for all Public Sector	Iain.Greenshields@wbd-uk.com Andrew.Hirst@wbd-uk.com
Lot 1b	Full Legal Service Provision for Local Government & Local Communities	Sian.Ballingall@wbd-uk.com Francesca.Hodgson@wbd-uk.com
Lot 2	Focused Legal Support	Andrew.Hirst@wbd-uk.com Ian.Atkinson@wbd-uk.com
Lot 3	Litigation & Disputes	Richard.Collins@wbd-uk.com Jonny.Gribben@wbd-uk.com
Lot 4	Projects & Complex Advice (including PPP)	Iain.Greenshields@wbd-uk.com Andrew.Hirst@wbd-uk.com
Lot 5	Transport & Rail	David.Rewcastle@wbd-uk.com Paul.Coleman@wbd-uk.com
Lot 6	Costs Lawyer Services	Rachel.Jones@wbd-uk.com Jon.Farthing@wbd-uk.com

Capability and resourcing

Our public sector practice brings together specialists across procurement, public law, projects, real estate, construction, employment, pensions, technology, data protection, regulatory and dispute resolution. We support buyers throughout the lifecycle of projects, transactions and operational matters, providing clear advice, effective matter management and access to the full breadth of WBD's legal capability through a single co-ordinated team.

Our public sector clients have access to more than 140 partners and over 400 lawyers across Womble Bond Dickinson (UK) LLP, supported by specialist project management, legal technology and alternative legal services resources. Further specialist resource can be drawn from relevant UK teams where required, subject to conflicts, scope and budget.

Working with key sub-contractors

No key sub-contractors are currently proposed for core legal delivery. Overseas or specialist advice can be sourced through appropriate independent firms or experts where agreed with the buyer.

SOCIAL VALUE

At Womble Bond Dickinson (**WBD**), responsible business is embedded within our strategy and culture and guides everything we do. Our evidence led approach enables us to report measurable outcomes and can support in-scope central government buyers applying PPN 002 and other public sector buyers that choose to draw on the Social Value Model.

We use a dedicated social value platform to measure, monitor and report on our impact, and include transparent reporting in our annual Responsible Business Report on the impact we create for the benefit of our people, clients, communities and the environment. In FY25/26 we generated almost £3 million of social value from our core activities. We also recorded more than 10,500 "Responsible Business Hours" across the business reflecting volunteering and pro bono legal support, as well as the delivery of social mobility, diversity and inclusion, wellbeing and environmental initiatives.

Our aim is to leave a positive legacy through every public sector engagement. We will work collaboratively with buyers to agree relevant and proportionate social value commitments that reflect local priorities at mobilisation and will proactively consider how we will influence staff, suppliers, customers and communities (as appropriate) through contract delivery.

We will monitor delivery throughout and review outcomes through feedback, post-matter reviews and lessons learned. This approach enables us to improve continuously and connect each instruction to measurable benefits so that RM6374 engagement creates value beyond the legal advice itself.

Social value outcomes

Fair Work

We are committed to offering fair wages and good working conditions, as well as opening access to a career in law and supporting people to both secure and retain employment and progress in their careers.

Engaging with our people is essential. We have a Partners Representative Group, Employee Forum and five Diversity, Equity and Inclusion Networks to ensure we consult and collaborate with our people. Our approach is supported by Great Place to Work certification where 73% of our people shared a positive experience of working at the firm.

We are an accredited Living Wage Employer. We also have comprehensive learning and development programmes and proactively engage with our people to support their career progression.

Skills for Growth

We create opportunities for future talent and support capability building through supervised delegation, apprenticeships, junior lawyer development, mentoring, work experience and knowledge sharing with buyer teams. Under RM6374, we will use appropriately supervised paralegals, solicitor apprentices and junior lawyers for suitable workstreams, supported by senior review and quality assurance.

We can also provide buyer focused workshops, Q&A sessions, scenario based training and recorded briefings to build practical legal confidence within public sector teams.

Recent social mobility initiatives include our Pathways to Law programme and mentoring partnership with Zero Gravity, helping to widen access to the legal profession and create opportunities for individuals who may not otherwise have considered a legal career.

Resilient, Innovative and Flexible Supply Chains

We are alert to opportunities to work with a wide range of businesses as part of the supply chain and committed to working with organisations that share our values and ethics, in particular around sustainability, inclusion and Net Zero.

We publicly report on our 30-day payment of suppliers which we recognise is of importance for new businesses, SMEs and VCSEs. We achieved 80% in FY25/26.

Sustainable Procurement

Sustainability considerations are integrated into our procurement and operational decisions. We assess environmental, social and governance factors in our supply chain, ask suppliers to support transparency around carbon emissions, and seek opportunities to improve collective sustainability outcomes. WBD has achieved

EcoVadis Platinum status, placing the firm among the top 1% of organisations assessed globally for sustainability performance. This supports public sector buyer confidence in selecting responsible, accountable supply chain partners.

In FY25/26 we began the roll out of our new procurement training for contract managers, and we are currently planning our next engagement session for our suppliers, focusing on the environment.

Employment, Training and Inclusive Growth

We are committed to widening access, promoting fair opportunity and supporting inclusive growth through outreach, mentoring, educational partnerships, employability activity and recruitment initiatives that help remove barriers to professional careers. In FY25/26 we supported 133 students through office-based work experience, 726 students through virtual work experience, employed 44 apprentices and delivered 57 careers, employability and education events.

For call-offs, we can tailor activity with buyers, including careers insight sessions, employability workshops, mock interviews, legal education sessions or collaboration with buyer nominated community partners where relevant and proportionate.

Our 2025-2030 Diversity, Equity & Inclusion Strategy focuses on inclusive recruitment, inclusive recognition and reward, respectful working environments and collaboration with clients, suppliers and communities. We use workforce data and engagement with our DEI networks to inform evidence-based actions and continuous improvement, helping to create a culture where everyone feels valued, safe and empowered to thrive.

Health, Wellbeing and Stronger Communities

Our approach to wellbeing is supported by ISO 45001 occupational health and safety certification and strong wellbeing engagement, with 85% of our people taking a wellbeing day in FY25/26. Our comprehensive wellbeing programme includes Mental Health First Aiders, Grief First Aiders, Wellbeing Champions, Men's Wellbeing Groups and dedicated wellbeing initiatives designed to support a healthy, inclusive and high performing workplace.

We support stronger communities through volunteering, charitable giving, pro bono legal support and long-term community partnerships. In FY25/26, our people delivered more than 1,680 volunteering hours and over 838 hours of pro bono legal support.

Community engagement forms a core element of our responsible business programme, and we would welcome the opportunity to work with buyers on collaborative community engagement projects such as volunteering.

Carbon reduction plan and environmental stewardship

Environmental stewardship is a core component of our Responsible Business strategy. WBD's near-term and net-zero emissions reduction targets were approved by the Science Based Targets initiative in September 2026, independently validating our pathway to net zero. The approved targets are to reduce Scope 1 and 2 emissions by 50%, and Scope 3 emissions by 30%, by FY30/31 against a FY24/25 base year, and to achieve net zero by FY44/45.

Our Carbon Reduction Plan sets out our commitments. Progress in reducing greenhouse gas emissions can be accessed via our website. In addition, we promote environmental stewardship through our approach to sustainable procurement (outlined above) and environmentally conscious service delivery.

For RM6374 call-offs, we will agree practical steps with buyers to reduce environmental impact (e.g. through proportionate travel and digital collaboration). We can also draw on our environmental, planning, energy, infrastructure, procurement and public law expertise to support buyers' own sustainability objectives, including environmental compliance, impact assessment, habitats regulations, sustainability strategies, circular economy, renewables procurement, district heating, waste, water quality and low-emission transport matters.

LOT EXPERIENCE PROFILE

Lot 1a – Full Legal Service Provision for all Public Sector

Supporting complex public sector requirements through integrated legal advice

Womble Bond Dickinson provides a full-service legal offering for public sector organisations across central government, arm's length bodies, local authorities, NHS organisations, education providers, regulators and public sector companies. Our multi-disciplinary team combines expertise across commercial, procurement, public law, real estate, projects, construction, planning, employment, pensions, technology, data protection, regulatory and dispute resolution matters, enabling buyers to access co-ordinated advice through a single supplier relationship.

What buyers can expect

- A single point of accountability supported by specialist legal teams.
- Advice delivered in plain English with clear recommendations and practical next steps.
- Consistent matter management, reporting and governance arrangements.
- Flexible resourcing to match the scale and complexity of individual instructions.

Representative experience

Our public sector experience includes advising central government, arm's length bodies, local authorities, NHS Trusts, universities, academy trusts and schools, and public sector owned companies. We advise on high profile procurement exercises, governance and statutory powers, major regeneration, infrastructure, health, education, technology, data, outsourcing, PFI/PPP, construction, planning, real estate, subsidy control and disputes. Areas of particular strength include heat networks; academies; regeneration projects; procurement challenges and complex procurement advice; waste and leisure contracting; and PFI hand back. Examples of our work includes:

- Advising a range of local authorities on heat network projects;
- Providing construction project advice under framework arrangements to a central government department responsible for education policy and skills on schools and education projects across the country;
- Working with diverse public sector organisations, including NHS bodies, local authorities, central government and emergency services, on operational PFI contracts;
- Working with a national public sector housing and regeneration body on major regeneration projects in the North East and Yorkshire.
- Advising Universities of Durham and Staffordshire on PPP student accommodation projects;
- Supporting a regional public sector procurement organisation on the establishment of a neutral vendor framework;
- Working with a county council and regional public sector transport partnership on planning-led regeneration projects, including delivery of a new railway station;
- Advising a national heritage organisation on a concession agreement relating to operation of a major heritage collection; and
- Advising a borough council on subsidy control requirements relating to £20 million of Levelling Up Funding, including regulatory compliance analysis under the Subsidy Control Act 2022 to support release of regeneration funding.

These matters demonstrate our ability to co-ordinate specialist legal advice across public law, procurement, commercial contracts, property, finance, tax, subsidy control, employment, pensions, data, technology, construction, planning and disputes within a single accountable team.

Why Womble Bond Dickinson

Our strength lies in bringing together specialist legal expertise across multiple disciplines to help public sector buyers deliver projects, manage risk and achieve policy objectives through practical, commercially focused legal advice.

We combine breadth with disciplined delivery: buyers can draw on specialists across all major public sector legal disciplines while maintaining a single co-ordinated team, clear accountability and advice that is aligned to governance, value for money and public sector decision making.

Lot 1b – Full Legal Service Provision for Local Government and Local Communities

Legal advisers to local authorities, combined authorities and community focused public bodies

We have extensive experience supporting local government organisations on their most significant strategic, operational and community facing matters. Our lawyers understand the statutory framework within which local authorities operate and provide practical advice that balances legal compliance, governance requirements and community outcomes.

What buyers can expect

- Integrated advice across governance, procurement, regeneration, planning, property and disputes.
- Teams experienced in managing politically sensitive and high-profile projects.
- Practical support throughout the lifecycle of projects and programmes.
- Flexible delivery supported by project management and legal technology where appropriate.

Representative experience

We are true experts in local government work, including within our team two former Heads of Legal at local authorities. Advising on vires and governance issues is second nature to us and augments our commercial and practical approach to local government projects. We advise all organisations within the local government sector: local authorities, combined authorities, fire authorities and PCCs, as well as town and parish councils. Our key areas of expertise include strategic regeneration projects, infrastructure, procurement, property, planning, funding, governance, disputes and heat networks. Examples of our work include:

- Lewisham Gateway, a major town centre regeneration scheme for LB Lewisham involving development agreements, land disposals, forward funding, planning, subsidy control and multi-party stakeholder management;
- South Kilburn District Energy Network for the LB Brent, combining section 106 contributions, council borrowing and Green Heat Networks Fund support with vires, procurement, subsidy control, real estate rights and DBOM documentation;
- Advising a city council on regional airport reopening arrangements, including operator procurement, lease structuring, grant funding, subsidy control, planning, employment and commercial advice;
- Durham County Council's waste services contracting, including advising the Council on multiple contracts and drafting procurement documentation;
- Advising on PFI expiry and hand back for local authority waste and schools PFI projects;
- Advising a county council on care contracting arrangements, including complex property requirements;
- Advising a regional public sector leisure and park authority on the tendering of a leisure services contract to operate and manage multiple facilities, including nationally significant sports venues;
- Advising a city council on funding arrangements for a hotel and development complex, and on a landmark city-centre innovation district, including development agreements and procurement of a heat network;
- Advising a city council on restructuring a long-term leisure contract by converting it to an agency arrangement.

Why Womble Bond Dickinson

Our local government team combines sector understanding with specialist legal expertise, enabling buyers to access co-ordinated advice across the full range of local authority functions and responsibilities.

Our local government experience means we understand the practical realities of member decision making, statutory powers, community impact, budget pressure and political sensitivity, enabling us to provide advice that is legally robust and operationally usable.

Lot 2 – Focused Legal Support

Multi-disciplinary public sector legal specialists delivering clear, practical advice across complex projects and legal challenges.

We offer a broad range of specialist services across procurement, technology, data protection, projects, real estate, planning, construction, employment, pensions, finance, subsidy control, environmental, energy and regulatory matters.

What buyers can expect

- Access to recognised specialists without needing to appoint a full-service team.
- Advice tailored to specific legal, regulatory or project requirements.
- Rapid mobilisation of specialist resources.
- Flexible engagement models aligned to buyer requirements.

Representative experience

We provide focused specialist support where buyers need targeted advice on complex, regulated or emerging issues. Examples include advising a government agency on commercial, digital and procurement matters, including documentation governing its use of artificial intelligence; supporting a national health data and digital services body for more than 11 years on public law, information law, sensitive health and social care data, data sharing and digital research environments; and advising the Department for Business & Trade on an intellectual property framework for the government's National Digital Twin Programme. We also advise on technology and data programmes involving DPIAs, privacy-by-design, system integration, digital procurement, cyber risk and information governance.

Our specialist experience also includes financial services regulatory perimeter and consumer duty advice, UK government backed sustainable technology investment fund structures, subsidy control and grant funding for regeneration and heat network projects, environmental and climate risk horizon scanning, life sciences and medical device regulatory issues, safeguarding investigations, inquests and non-statutory reviews. These examples demonstrate our ability to provide precise, practical support across procurement, public law, subsidy control, finance, funds, tax, technology, data, IP, regulatory, environmental, health and disputes workstreams without requiring buyers to appoint a full-service team.

Why Womble Bond Dickinson

Buyers benefit from access to specialist expertise backed by the resources of a full-service national law firm, ensuring that additional support can be drawn upon whenever projects expand in scope or complexity.

We are particularly effective where buyers need targeted specialist input on complex or emerging issues, because our specialists can provide focused advice while drawing quickly on wider expertise where an issue cuts across procurement, public law, finance, technology, data, regulatory or disputes workstreams.

Lot 3 – Litigation and Disputes

Strategic dispute resolution and litigation support

Our disputes team advises public sector organisations on complex and sensitive disputes, helping buyers manage risk, protect public funds and achieve practical outcomes. We support clients through litigation, alternative dispute resolution, investigations and risk management strategies.

What buyers can expect

- Early assessment of legal, commercial and reputational risk.
- Clear litigation strategy and cost reporting.
- Access to specialist support across procurement, public law, property, employment and regulatory disputes.
- Focus on proportionate and commercially sensible outcomes.

Representative experience

Our disputes experience includes public law litigation, procurement challenges, contractual disputes, property and construction disputes, regulatory investigations, inquests, employment litigation, insolvency related disputes and complex commercial claims. Examples include acting for the Official Receiver and Secretary of State for Business & Trade in complex Carillion directors' disqualification proceedings involving significant disclosure, expert evidence and structured project management; advising a city council on schools PFI expiry and hand back disputes; contractual dispute resolution strategy, outstanding works and post-expiry recovery issues; and supporting local authorities and other public bodies on confidential procurement challenges and defences, judicial review interfaces, urgent applications, declarations, injunctions and declaration of ineffectiveness risk.

We also advise on sensitive and operationally critical disputes, including a local authority construction dispute where premature practical completion could have triggered long lease obligations before completion; a global software provider on multi-jurisdictional litigation and regulatory investigations following unauthorised access to customer databases; an NHS mental health trust in a jury inquest; a social care provider on a Safeguarding Adults Enquiry and associated coroner's investigation; and public bodies on HSE, corporate manslaughter and regulatory investigations. These matters demonstrate our ability to manage litigation strategy, evidence, disclosure, settlement options, stakeholder sensitivity, reputational risk and cost exposure in complex public sector environments.

Why Womble Bond Dickinson

We combine specialist litigation expertise with deep public sector experience, allowing us to provide advice that considers not only legal risk but also governance, stakeholder and reputational considerations.

We focus on early case assessment, proportionate strategy and clear recommendations, helping buyers decide when to defend, settle, mediate or escalate proceedings based on legal merits, evidential risk, cost exposure, reputational sensitivity and strategic objectives.

Lot 4 – Projects and Complex Advice (including PPP)

Supporting major projects, infrastructure and complex transactions

We advise public sector organisations on some of their most significant projects and programmes, bringing together lawyers from projects, procurement, real estate, construction, planning, finance, subsidy control and public law disciplines.

What buyers can expect

- Integrated project teams with clear accountability.
- Advice aligned to project objectives, governance requirements and delivery timescales.
- Experience of complex stakeholder environments.
- Support from project inception through delivery and operational phases.

Representative experience

Our projects experience includes major regeneration, infrastructure, PFI/PPP, DBFO, heat network, transport, health, education, public asset and operational change projects. Examples include Lewisham Gateway, a major town centre regeneration scheme involving development agreements, land disposals, forward funding, development finance, planning, subsidy control and multi-party stakeholder management; South Kilburn District Energy Network for the London Borough of Brent, combining section 106 contributions, council borrowing and Green Heat Networks Fund support with vires, procurement, subsidy control, real estate rights and DBOM documentation; and South Tees Development Corporation's Redcar steelworks regeneration and electricity infrastructure arrangements, involving a long term joint venture, wholly owned companies, procurement, Teckal, subsidy control, vires, environmental and estate management issues.

We also advise on complex delivery and operational transition projects, including an NHS healthcare provider's removal of diagnostic imaging services from an acute hospital PFI project and transition to an NHS framework; Stoke-on-Trent City Council's schools PFI expiry and hand back strategy; Staffordshire University's £100 million student village DBFO; Durham University's Mount Oswald and Rushford Court accommodation PPP projects; a national heritage organisation's concession agreement for operation of a major heritage collection; regional airport reopening arrangements; a regional rail restoration programme; and a regional public sector transport partnership's guided busway project and new rail station projects in the Cambridge growth corridor. These matters demonstrate our ability to co-ordinate procurement, public law, funding, subsidy control, real estate, construction, planning, environmental, employment, pensions, technology, data, commercial and disputes advice across the full project lifecycle.

Why Womble Bond Dickinson

Our multidisciplinary approach enables buyers to obtain co-ordinated advice across all project workstreams, helping manage legal risk while supporting successful project delivery.

We help buyers move from legal risk identification to deliverable solutions, combining project structuring, procurement, funding, governance, real estate, construction, employment, pensions and disputes expertise to support complex projects from inception through implementation and operational change.

Lot 5 – Transport and Rail

Specialist legal support for transport and rail sector organisations

We combine transport sector knowledge with expertise across procurement, commercial contracts, infrastructure, planning, construction, real estate, regulatory and dispute resolution matters. We support public bodies and transport organisations on operational, commercial and strategic projects.

What buyers can expect

- Access to specialists with experience across transport infrastructure and operational matters.
- Integrated legal support throughout project lifecycles.
- Advice that reflects regulatory, procurement and stakeholder considerations.
- Practical support on commercial and infrastructure projects.

Representative experience

Our transport and rail experience includes rail reopening, station redevelopment, rolling stock, passenger ticketing, highways, airports, concessions, planning, procurement, real estate, environmental and disputes work. Examples include advising a rail industry body on a passenger ticketing transformation programme, supporting expansion of contactless pay-as-you-go ticketing to over 100 stations outside London; supporting SE Trains on its Southeastern fleet renewal programme; advising two regional transport authorities on a regional rail restoration scheme, restoring passenger services between Bristol Temple Meads and Portishead across operational, mothballed and council owned railway land; advising a regional public sector transport partnership on rail station procurement and guided busway projects involving the national rail infrastructure body, a local authority, funding conditions, planning obligations and emerging vehicle guidance technology.

We also advise on station, land and transport infrastructure arrangements including a national rail infrastructure body's station redevelopment project, advising on land arrangements for the upgrade of a major airport rail station, station management and advertising concessions, National Highways' A47 and A12 development consent orders, Bristol Airport expansion and a city council's regional airport reopening arrangements. These matters demonstrate our ability to co-ordinate transport, rail, highways, aviation, procurement, public law, planning, environmental, real estate, construction, technology, commercial and disputes advice across operational delivery and strategic transport transformation.

Why Womble Bond Dickinson

Our transport offering combines sector understanding with the breadth of a full-service firm, allowing buyers to access co-ordinated support across all legal disciplines relevant to transport and rail projects.

Our transport and rail experience is strengthened by our ability to combine sector specific commercial knowledge with procurement, public law, infrastructure, planning, environmental, technology and disputes expertise, supporting buyers on both operational delivery and strategic transformation.

Lot 6 – Costs Lawyer Services

Specialist costs support for public sector litigation

Our costs specialists support public sector organisations throughout the litigation lifecycle, helping manage costs exposure, maximise recovery and ensure compliance with court requirements. The team works closely with dispute resolution lawyers to align costs strategy with wider case objectives.

What buyers can expect

- Advice on costs budgeting and costs management.
- Detailed assessment and costs recovery support.
- Strategic advice on litigation funding and adverse costs risk.
- Integration with wider litigation and dispute resolution teams.

Representative experience

We support public sector and commercial clients across the litigation lifecycle, including costs budgeting, costs management, negotiation, detailed assessment, recovery strategy and adverse costs risk. Examples include acting in major litigation where the team defeated the claim at trial, defeated the claimant's appeal, secured costs orders at both stages and recovered more than 80% of costs incurred; advising litigation teams on phase-based costs budgeting and monitoring using WBD's Evaluate tool; and supporting complex disputes where disclosure burden, expert evidence, proportionality and recovery prospects required close alignment between costs strategy and the wider case plan.

Our costs specialists also provide practical, outcome focused support on lower value and strategic costs disputes. Examples include reducing claimed costs exceeding £9,000 in a low value housing disrepair claim to £1,212 by demonstrating likely Small Claims allocation; advising on a claimant bill marginally above the £75,000 provisional assessment limit where commercial settlement avoided disproportionate assessment costs and delay; and using lessons from fixed recoverable costs and the *Mazur* decision to refine negotiation playbooks and recoverability challenges. This experience helps buyers manage costs exposure, challenge excessive claims, improve recovery and capture lessons for future disputes.

Why Womble Bond Dickinson

By combining specialist costs expertise with broader dispute resolution capability, we help buyers achieve a co-ordinated approach to litigation strategy, budgeting and recovery.

Our costs service is evidence led and commercially focused, helping buyers challenge excessive claims, use budgeting strategically, reduce exposure and capture lessons from previous disputes to improve future outcomes and market positioning.

SPECIALISMS

Artificial Intelligence and Machine Learning Law

Lots: 1a, 1b, 2

Capabilities and expertise	AI, technology and automation governance, procurement and deployment, contractual allocation of risk, data protection, intellectual property, transparency, bias, accountability, regulatory compliance and emerging public sector policy issues. We can support buyers with AI readiness reviews, policy frameworks, DPIAs, supplier due diligence and contract controls for AI-enabled products, helping public bodies evidence responsible adoption and maintain clear human oversight.
Representative experience	We advised a government agency on commercial, digital and procurement matters, including developing documentation to govern its use of artificial intelligence. We advised a national public health technology body on contractual terms for digital tools made available to research organisations through hosted online research environments. The environments supported research into Covid-19, cancer and other health conditions. WBD supported the organisation on sensitive population level health and social care data, data sharing, operational governance, complex data governance, information law and public law matters.
How we deliver	Delivered by technology, data protection, commercial, procurement, IP, regulatory and public law specialists working together to support compliant and practical adoption of AI-enabled solutions.
Limitations / restrictions	Technical model assurance, cyber testing, algorithmic auditing and system design are outside legal scope unless separately agreed with appropriate technical advisers.

Assimilated Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Interpretation and application of assimilated law where post-EU exit legal frameworks affect procurement, including retained principles, statutory interpretation, policy transition, subsidy control, regulatory risk & compliance, public law decision making and sector-specific obligations. Our support includes helping clients distinguish legal requirements from policy discretion, assess challenge risk and translate evolving legislative requirements into practical, defensible advice. We can support buyers with horizon scanning, legislative impact reviews and practical briefings where assimilated law changes affect operational policy, commercial arrangements or dispute risk.
Representative experience	We advised a central government department responsible for education policy and skills on TUPE and procurement aspects of retendering the Turing programme, which replaced Erasmus following EU exit, including advising on the application of TUPE, identification of employees likely to be in scope, gathering information from incumbent suppliers and drafting contractual provisions. We advised an international pigments manufacturer on REACH obligations linked to appointment of representatives in multiple jurisdictions and associated data sharing agreements. We have regularly advised public and regulated bodies on legal and operational consequences of EU exit, including procurement, employment, chemicals regulation, supply chains and cross border compliance.
How we deliver	Delivered by public law, regulatory, procurement, competition, trade and sector specialists who can advise on both legal interpretation and practical implementation.
Limitations / restrictions	Non-UK law advice will be obtained through appropriate local counsel where required.

Aviation and Airports

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Aviation related planning, infrastructure, procurement, property, commercial contracts, subsidy control, regulatory, environmental, employment, construction and dispute resolution issues. We have advised airport owners, local authorities, transport bodies and operators on airport expansion, reopening and redevelopment projects, concession and operator arrangements for retail and other key users, compulsory purchase, section 106 obligations, environmental assessment, habitats issues, noise, air quality, transport impacts, permitted development rights, acquisition strategy and implementation.
Representative experience	We advised a South West local authority on the proposed reopening of its regional airport following closure by the incumbent operator. We advised on procurement of a new private sector operator and a proposed structure under which the Council would take a headlease from the site owner and sub-let the airport to the selected operator. We provided advice to Bristol Airport on planning matters associated with its expansion. WBD supported the application process, worked as part of an integrated client and consultant team throughout a six-week inquiry in 2021, advised on a subsequent challenge in 2022 and continued to support implementation from 2023 on further expansion including use of compulsory purchase powers.
How we deliver	Delivered by an integrated aviation, transport, planning, real estate, procurement, projects, construction, subsidy control, environmental, commercial, employment and disputes team, with senior oversight and co-ordinated matter management for multidisciplinary airport projects.
Limitations / restrictions	Aviation safety, engineering, airspace design, environmental modelling, passenger forecasting, valuation and technical CAA compliance advice should be separately scoped with appropriate technical advisers where required. Non-UK aviation law advice may require local counsel.

Charities

Lots: 1a, 1b, 2

Capabilities and expertise	Advising charities, public bodies and third sector organisations on charity formation and governance, trustees' duties, charitable trust arrangements (new and historic), fundraising regulation, trading, mergers, collaborations, grant funding, constitutional change, contracting with public bodies, procurement, subsidy control, safeguarding and charity/property interfaces. We can also advise on charity law implications for social housing related activity.
Representative experience	We advised Humankind Charity on its merger with The Richmond Fellowship. We led the legal work, managed multiple workstreams, completed full due diligence and reported to Humankind's board and the shadow board. We also advised The Trustees of The Knightland Foundation following a Charity Commission section 46 statutory inquiry into the charity's governance and relationships with commercial property businesses linked to its founder. We responded to requests from the Commission and interim manager and explained transactions challenged during the inquiry. We supported a charitable trust after the Charity Commission opened a regulatory compliance case following complaints about public statements made by the charity. We advised through the regulatory process and supported the charity until the case concluded.
How we deliver	Delivered by charity specialists working with public law, procurement, property, employment, pensions, tax, regulatory and disputes lawyers where required.
Limitations / restrictions	Buyer-specific regulatory requirements, safeguarding advice, tax treatment and specialist charity accounting should be scoped separately where material.

Children and Vulnerable Adults

Lots: 1a, 1b, 2

Capabilities and expertise	Safeguarding, education, social care, children's services governance, statutory duties, information sharing, procurement and commissioning, employment, regulatory investigations, disputes, inquests and public law risk involving children and vulnerable adults. We support public bodies on sensitive matters involving vulnerable service users, bringing together public law, healthcare, education, information law and disputes specialists to help clients make proportionate, defensible decisions in high-risk contexts.
Representative experience	We advised a social care provider in connection with a Safeguarding Adults Enquiry and associated Coroner's investigation. We helped manage sensitive factual and professional issues, supported finalisation of the investigation report and prepared witness statements and documentation for the Coroner. We advised a national religious governance body on implementing safeguarding audit arrangements following recommendations from the Independent Inquiry into child sexual abuse. We prepared contracts with the independent safeguarding consultancy and supporting documents for participating audited bodies. We advised a UK health data and information governance body on legal issues connected with provision of medical data for research where patients lacked capacity. Our wider work covered information governance, public law and use of sensitive health and social care information.
How we deliver	Delivered by public law, education, health and social care, employment, data protection, regulatory, inquests and disputes specialists working together on sensitive and high-risk matters.
Limitations / restrictions	Clinical, social work, safeguarding practice, expert evidence and operational care advice are outside legal scope unless separately arranged.

Commercial Litigation and Dispute Resolution

Lots: 1a, 1b, 3

Capabilities and expertise	Commercial disputes, contract claims, procurement disputes, shareholder and corporate disputes, insurance, professional negligence, judicial review interfaces, mediation, ADR, settlement strategy, enforcement, injunctions and urgent applications.
Representative experience	We advise public sector and local authority clients on contentious procurement matters, including challenges to and defences of procurement processes. Clients that we have worked for include West Berkshire Council on the reported *Faraday case* and a local authority on a challenge to the procurement of its leisure contractor. A local authority instructed us on a construction dispute involving a proposed long lease under an income-strip arrangement. In this matter, there was strong evidence that a practical-completion certificate might be issued before the development was complete, creating a risk that the Council would be obliged to take the lease prematurely. We applied successfully for an injunction to prevent issue of the certificate and then handled the ensuing litigation. We acted for the Official Receiver and Secretary of State for Business and Trade in complex litigation following the collapse of the Carillion group, involving multiple workstreams, significant disclosure and expert evidence.
How we deliver	Delivered by disputes lawyers supported by procurement, public law, commercial, real estate, regulatory, cyber and sector specialists, with clear litigation strategy and cost/risk reporting.
Limitations / restrictions	Counsel, experts, eDiscovery, forensic support and overseas litigation advice should be agreed in advance where required.

Competition Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Competition compliance, anti-competitive agreements, abuse of dominance, merger control, subsidy control interfaces, public procurement, market regulation, investigations and competition risk in public sector projects. We help public sector clients assess risk, structure compliant options and document defensible decisions where competition, subsidy control, procurement and market regulation considerations overlap.
Representative experience	We advised on the public support structure and matters requiring engagement with the Competition and Markets Authority's Subsidy Advice Unit. We advised a local authority on subsidy control issues associated with the proposed reopening of a regional airport. We advised the London Borough of Brent on subsidy control compliance and procurement for the South Kilburn District Energy Network. The project combined section 106 contributions, council borrowing and Green Heat Networks Fund support. We advised a national public sector housing and regeneration body on subsidy control issues arising from two of their major redevelopment projects in Sheffield and Newcastle.
How we deliver	Delivered by competition and subsidy control specialists working with procurement, public law, corporate, commercial, regulatory and sector teams.
Limitations / restrictions	Non-UK competition law advice and merger filings outside the UK may require local counsel or specialist economists where appropriate.

Construction Law

Lots: 1a, 1b, 2, 4

Capabilities and expertise	Construction procurement, building contracts, professional appointments, frameworks, NEC/JCT forms, development agreements, defects, delay, payment disputes, adjudication, project delivery risk, PFI/PPP and interface issues with planning, real estate, subsidy control and public procurement.
Representative experience	We advised Staffordshire University on its £100 million student village DBFO project at its Stoke-on-Trent campus. We advised on procurement, commercial, property and construction arrangements for approximately 700 new rooms, refurbishment of around 300 existing rooms, a shared hub and long-term facilities management services. A global biopharmaceutical manufacturer instructed us as project legal counsel on £850 million of UK capital projects, including a new laboratory and two manufacturing facilities, one estimated at £500 million. We advised on contracting strategy and NEC4, JCT and IChemE contracts, as well as delay, cost-overrun and replacement-contractor issues. We advised Stoke-on-Trent City Council on expiry and hand back of its schools PFI estate. We reviewed the project agreement and associated documents, advised on contractual risk allocation, expiry variations, surveyor appointment, asset condition and hand back strategy, and co-ordinated with the PFI contractor, Department for Education and Infrastructure & Projects Authority.
How we deliver	Delivered by construction, real estate, projects, procurement, planning, finance and disputes lawyers with experience of public sector capital projects.
Limitations / restrictions	Technical design, engineering, quantity surveying, valuation and project management advice are outside legal scope unless separately arranged.

Contracts

Lots: 1a, 1b, 2, 4

Capabilities and expertise	Public and commercial contracts, services and supply agreements, outsourcing, concessions, collaboration agreements, contract change, terms and conditions, frameworks, call-offs, IT and data-related contracts, risk allocation, governance, termination and dispute avoidance.
Representative experience	We advised a number of NHS Foundation Trusts on the establishment of a wholly owned subsidiary to deliver non-clinical services. We advised on a bespoke services contract governing provision of the support services. We advise local authority clients on leisure service outsourcing using different delivery structures and on procurement of associated community and leisure facilities. We have used concession agreements, conventional operating contracts, agency arrangements and DBOM contracts to deliver clients' requirements. Our clients include North East city councils, a London borough council and a regional public sector leisure and park authority operating Olympic legacy facilities We advise local authorities on waste PPP, outsourcing and service transition arrangements. Examples include residual waste treatment, recycling, household waste sites, transport and green waste contracts following insourcing, together with long-term integrated waste disposal PPPs. Our waste sector clients include North East county councils, a South East county council and a South West local authority.
How we deliver	Delivered by commercial lawyers supported by procurement, technology, IP, data, projects, employment, pensions, real estate and disputes specialists where required.
Limitations / restrictions	Commercial, financial, technical and operational advice outside legal risk and contract drafting should be separately scoped.

Corporate Finance

Lots: 1a, 1b, 2

Capabilities and expertise	Corporate finance transactions, investment structures, joint ventures, equity participation, funding arrangements, reorganisations, public sector corporate vehicles, due diligence, governance and transaction documentation. We support public bodies on corporate and finance structures for infrastructure, regeneration, economic development and UK government backed investment projects, co-ordinating corporate finance, investment fund regulation, partnership, tax, subsidy control and governance advice where required.
Representative experience	We are advising a local authority on the procurement of a private sector partner to deliver a low-carbon heat and power network. The project involves the development of a long-term investment and delivery structure under which the private sector partner is responsible for the design, build, funding and operation of the network. Our role includes advising on project structuring, procurement strategy, governance and contractual arrangements supporting investment into major energy infrastructure. We advise local authorities on the establishment of special purpose vehicles and joint venture delivery structures for major infrastructure projects. Our work includes company formation, development of governance frameworks, preparation and negotiation of shareholders' agreements and implementation of project structures designed to attract long-term investment and support project delivery.
How we deliver	Delivered by corporate finance, corporate, banking, tax, procurement, subsidy control, public law and real estate specialists as required by the transaction.
Limitations / restrictions	Financial modelling, accounting, valuation, investment advice and regulated financial advice are outside legal scope unless separately agreed.

Corporate Law

Lots: 1a, 1b, 2

Capabilities and expertise	Mergers and acquisitions, joint ventures, collaborations, corporate governance, reorganisations, group structures, public sector companies, investment funds, partnerships and wider corporate transactions. We support public bodies with corporate vehicles and ownership structures where statutory powers, governance approvals, funding objectives and interfaces with procurement, subsidy control, finance, tax and real estate need to be aligned.
Representative experience	We advised a regional public sector regeneration body on corporate structures supporting regeneration of a former steelworks site. We advise local authorities on corporate structures for heat network projects, including Golden Share arrangements under central government template documentation. We also advised a North East city council on a corporate heat network partnership with an energy services provider, using an Asset Co and Supply Co structure. We advised Humankind Charity on its merger with The Richmond Fellowship. WBD led the legal work, managed due diligence and reported to Humankind's board and shadow board, liaised with the Charity Commission to obtain relevant consents, advised on governance structures and prepared documents transferring operations and establishing intra-group arrangements.
How we deliver	Delivered by corporate lawyers with support from tax, procurement, subsidy control, public law, finance, real estate, pensions, employment and regulatory specialists where relevant.
Limitations / restrictions	Tax, accounting, valuation, financial modelling and regulated investment advice should be separately scoped where required.

Court of Protection

Lots: 1a, 1b, 2

Capabilities and expertise	Court of Protection matters involving capacity, best interests, healthcare decisions, safeguarding, information sharing and duties to vulnerable people. We support public sector bodies on urgent and sensitive situations where complex service provision, governance or dispute issues require practical, proportionate decisions aligned with statutory obligations.
Representative experience	We advised an NHS Mental Health Trust on Court of Protection applications relating to health and welfare. We advised a national health data and digital services body on legal provision of medical data for research where patients lacked capacity. The work sits within our wider public law and information governance relationship with NHS Digital. We advised a social care provider on a Safeguarding Adults Enquiry and associated Coroner's investigation. We advised on investigation reporting, witness evidence and engagement with external agencies.
How we deliver	Delivered by health and social care, public law, regulatory, safeguarding, information law and disputes specialists, with sensitivity to vulnerable individuals and urgent decision-making contexts.
Limitations / restrictions	Clinical, social work, capacity assessment and expert evidence advice are outside legal scope unless separately arranged.

Credit Insurance and Related Products

Lots: 2

Capabilities and expertise	Credit insurance, trade credit, receivables, policy coverage, claims, recoveries, security enforcement, financial services regulation and related commercial documentation. We support clients in assessing recovery options, co-ordinating insurance and enforcement strategy, and managing legal risk where debt, security and coverage considerations overlap.
Representative experience	We advise insurers on subrogated recovery of insured and uninsured losses arising from property damage, personal injury and professional negligence. We provide early claims screening, recovery strategy and litigation support across sectors including energy, manufacturing, telecommunications and transport. We advise receivables, invoice-finance and asset finance clients on portfolio recoveries, debtor book realisation and security enforcement. Our work includes pre-action recovery, statutory demands, insolvency-based recovery and enforcement of judgments and security. We advise financial institutions and commercial clients on insured debt, receivables, claims management and related commercial documentation, drawing together finance, insurance, regulatory, recoveries and disputes expertise.
How we deliver	Delivered by finance, insurance, recoveries, commercial, regulatory and disputes lawyers, supported by WBD Advance where high volume or process led work is appropriate.
Limitations / restrictions	Insurance broking, underwriting, actuarial assessment and regulated financial advice should be separately scoped.

Debt Capital Markets

Lots: 2

Capabilities and expertise	Debt capital markets transactions, including note programmes, private placements, bond and loan note issues, issuer governance, due diligence, disclosure, regulatory requirements and transaction documentation. Our finance team supports financial institutions, investment funds, public sector bodies and quasi-public funding arrangements across securitisation, debt trading, debt portfolio transfers, restructuring, receivables finance, project finance, government backed investment and sustainable finance structures. We co-ordinate finance, corporate, tax, public law, subsidy control and regulatory input to ensure documentation is legally robust and deliverable.
Representative experience	We advised on the restructuring and refinancing of a £25m joint venture established to deliver specialist accommodation across multiple UK locations. Our work included corporate debt structuring, financing arrangements, due diligence on management and operational agreements, allocation of liabilities, and the negotiation of transaction documentation. The matter required the co-ordination of banking, corporate and real estate expertise to deliver a commercially effective financing solution. We advised a registered provider on approximately £60m of development funding for a major regeneration scheme delivering more than 1,700 homes. Our work included funding and security arrangements, governance considerations, funding documentation, and advice on borrower defaults, warranty breaches and security protections. The matter required close collaboration across banking, construction, planning, environmental and property disciplines to protect the client's position while maintaining project delivery.
How we deliver	Delivered by finance, corporate, financial services regulatory, tax and public law specialists, with local or overseas counsel where required.
Limitations / restrictions	Financial advice, investment advice, credit rating advice, accounting and valuation are outside legal scope unless separately agreed.

Debt Recovery

Lots: 1a, 1b, 2, 3

Capabilities and expertise	Pre-action recovery, debtor viability, litigation, judgments, enforcement, statutory demands, insolvency-based recovery, secured lending enforcement, receivables, asset recovery and multi-jurisdictional co-ordination. We help clients assess recovery options and make proportionate settlement or enforcement decisions where debt, insolvency, security and litigation issues overlap.
Representative experience	We advised the executive agency of a government department tasked with administering complex insolvency processes, investigations and the regulation of company directors in its complex debt recovery functions. We advised a non-departmental public body (a charity) with national responsibility for the historic environment in the recovery of debts arising out of venue rental and product licensing agreements. We advised a statutory corporation exercising oversight, regulatory and safety licensing functions for a prominent UK transport industry on its annual licensing fees debt recovery project. We also supported a government department in the recovery of debts arising from historical asset sales and enforcing associated covenants.
How we deliver	Delivered by dispute resolution, recoveries, insolvency and regulatory specialists, with WBD Advance providing scalable paralegal, process and technology support for higher volume work where appropriate.
Limitations / restrictions	High volume consumer recovery processes, field enforcement, tracing, valuation and insolvency practitioner work should be separately scoped.

Defence and Security Law

Lots: 1a, 1b, 2

Capabilities and expertise	Defence and security related procurement, commercial contracts, public law, information security, confidentiality, export controls, sanctions, regulatory compliance, supply chain risk, employment, disputes and investigations. We support government and public sector bodies on sensitive matters involving secure procurement, sanctions, confidentiality, information governance, safety investigations and public law risk, helping clients establish clear protocols for information handling, decision making and escalation where security, supply chain or reputational sensitivity is high.
Representative experience	We advise a wide range of organisations operating in the Defence Sector on government contracts (including in relation to procurement compliance, single source contracting and intellectual property), export-control, sanctions and regulatory compliance matters connected with international trade. Our UK and US teams advise on the legal aspects of cyber compliance, export control issues including ITAR, EAR and EU dual-use controls and related internal compliance arrangements. We advise cross border businesses on national security and foreign investment issues. Many of our lawyers hold security clearance.
How we deliver	Delivered by procurement, public law, commercial, regulatory, information law, sanctions, employment and disputes specialists, with security and confidentiality protocols agreed at matter outset.
Limitations / restrictions	Classified, national security sensitive or technical defence advice may require buyer-specific clearance, security protocols, specialist advisers or counsel.

Dispute Resolution and Litigation Law

Lots: 1a, 1b, 2, 3, 5

Capabilities and expertise	ADR, mediation, pre-action strategy, procurement and contractual disputes, commercial litigation, insurance, professional negligence, public law interfaces, corporate/shareholder disputes, cyber risk, asset recovery, settlement strategy and litigation risk. We support public sector clients on contentious redevelopment, procurement and business critical disputes, helping them manage legal, commercial and reputational risk where public law, commercial and operational issues intersect.
Representative experience	We advise public sector and local authority clients on contentious procurement matters, including advising a Berkshire local authority on a reported procurement case and a regional public sector leisure and park authority on a leisure contractor procurement challenge. A local authority instructed us on a construction dispute involving a proposed long lease under an income-strip arrangement. In this matter, there was strong evidence that a practical-completion certificate might be issued before the development was complete, creating a risk that the Council would be obliged to take the lease prematurely. We applied successfully for an injunction to prevent issue of the certificate and then handled the ensuing litigation. We acted for the Official Receiver and Secretary of State for Business and Trade in complex litigation following the collapse of the Carillion group, involving multiple workstreams, significant disclosure and expert evidence.
How we deliver	Delivered by disputes lawyers with procurement, public law, commercial, cyber, real estate, regulatory and sector support, using clear strategy, budget reporting and escalation points.
Limitations / restrictions	Counsel, experts, eDiscovery, forensic support and overseas litigation advice should be agreed in advance where required.

Education Law

Lots: 1a, 1b, 2

Capabilities and expertise	Academy conversions, governance, funding, FE restructuring, HE partnerships, student contracts, admissions, exclusions, SEND, procurement, TUPE, pensions, property, planning, data protection, safeguarding and disputes. We advise on academy conversion portfolios, mergers and complex rebrokerages, transfers, litigation, PFI, finance and funding issues.
Representative experience	We have extensive experience in academy conversions, governance restructures, commercial transfer agreements, funding agreements and constitutional matters, alongside specialist support on employment, property, procurement, data protection and regulatory issues. We regularly advise on complex employee relations matters, tribunal claims, restructures and workplace investigations, as well as school estate management, leases and occupation arrangements. We also support multi academy trusts with parental complaints, exclusions, SEND Tribunal claims, safeguarding concerns and governance issues, helping senior leaders and trustees navigate sensitive matters while managing legal, reputational and regulatory risk. The firm has significant expertise in procurement and commercial contracts, advising on major service contracts and ensuring compliance with procurement requirements and the Academy Trust Handbook. In addition, the team provides specialist data protection support, including advice on DSARs, information governance and confidentiality issues. The firm delivers technology enabled solutions that help education clients manage DSARs efficiently and reduce document review burdens
How we deliver	Delivered by education specialists supported by public law, property, employment, pensions, data protection, procurement, projects and disputes lawyers.
Limitations / restrictions	Specialist safeguarding, criminal, clinical, educational psychology and expert evidence matters should be separately scoped where required.

Emerging Policy and Legal Risk Advisory

Lots: 1a, 1b, 2

Capabilities and expertise	Emerging legal risk, policy implementation, horizon scanning, statutory powers, public law risk, regulatory change, governance, procurement, subsidy control, data, technology, climate litigation and operational readiness. We help clients identify and respond to legal and policy developments through briefings, risk mapping, training and practical implementation guidance, supporting public sector decision makers to distinguish legal requirements from areas of discretion and translate change into proportionate, defensible action plans.
Representative experience	A central government department responsible for energy security and net zero policy required legal support within a developing heat network regulatory landscape involving heat network zoning, the Energy Act 2023, public procurement, subsidy control, planning and programme delivery. Our approach included capturing baseline legal risks in a project risk register and assessing regulatory and environmental obligations. A national health data and digital services body instructed us for more than 11 years on public law, information law and data governance matters while its responsibilities and the wider health and social care framework changed. We advised within a changing legal, political and policy context, supporting statutory, governance and operational decision making. A major infrastructure company instructed us to monitor emerging environmental law and report quarterly on relevant developments.
How we deliver	Delivered by public law, regulatory, procurement, disputes, commercial, data, technology, environmental and sector specialists, with practical outputs such as briefings, risk maps, training and implementation guidance.
Limitations / restrictions	Policy, political, economic modelling, operational change management and non-legal implementation advice should be separately scoped.

Employment Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Employment advisory, restructuring, TUPE, collective consultation, industrial relations, hybrid working, senior exits, grievance and disciplinary issues, equality and diversity training, employment aspects of outsourcing, pensions and immigration interfaces.
Representative experience	We advised a central government department responsible for education policy and skills on TUPE and procurement aspects of retendering a major post-EU exit international education programme. We advised on the application of TUPE, identification of employees likely to be in scope, gathering employee liability information from incumbent suppliers and drafting relevant contractual provisions. We advise public sector organisations on restructures, collective consultation, industrial relations and sensitive senior exits. Our support has spanned national Covid response arrangements, public sector transformation and dismissal of directors. We frequently advise on employment, pensions and TUPE issues arising from outsourcing, insourcing and concession arrangements, including for NHS healthcare providers and a national heritage organisation, where workforce and continuity issues formed part of the wider project risk analysis.
How we deliver	Delivered by employment lawyers working with pensions, immigration, procurement, outsourcing, disputes and public sector specialists, with pragmatic advice designed for operational decision making.
Limitations / restrictions	Pensions, immigration, tax, payroll, actuarial and specialist employee relations consultancy issues should be separately scoped.

Employment Litigation and Dispute Resolution

Lots: 3

Capabilities and expertise	Employment tribunal claims, discrimination, whistleblowing, unfair dismissal, industrial relations disputes, injunctions, worker status, investigations, mediation and settlement strategy. We support public sector clients on sensitive workforce disputes, helping manage litigation risk, governance reporting, reputational issues and proportionate resolution options.
Representative experience	We advised a major energy infrastructure company on major Employment Tribunal claims and a sensitive grievance involving allegations of discrimination, harassment, whistleblowing and unfair dismissal. These matters involved significant reputational issues, substantial witness evidence and hearings listed for 8-10 days. We advised a major electricity distribution network operator on employment litigation, including discrimination and unlawful deduction claims relating to recovery of training costs, which resolved on agreed terms with an associated cost saving, and a disability discrimination claim that the claimant withdrew after we filed a response and attended a case management hearing. We also advised the client on TUPE, trade union and energy regulatory employment requirements. We were instructed by a local authority to defend multiple claims including direct and indirect sex, age and disability discrimination, harassment, victimisation, equal pay and failure to make reasonable adjustments. We secured strike-out of the majority of the claims at preliminary hearings.
How we deliver	Delivered by employment litigators supported by employment advisory, pensions, immigration, data protection, regulatory and advocacy specialists, with clear risk, cost and settlement reporting.
Limitations / restrictions	Counsel, expert evidence, occupational health, HR consultancy and non-legal employee relations support should be agreed separately where needed.

Energy and Natural Resources

Lots: 1a, 1b, 2

Capabilities and expertise	Electricity generation, renewable energy, energy trading and compliance, carbon trading, grid connections, contracts for difference, capacity market, RHI, feed-in tariffs, LNG, pipeline projects, battery storage, PPAs, district heating, energy procurement and related disputes. We support public sector clients on heat networks and wider energy projects involving multiple users, technical and commercial dependencies, and negotiated documentation that balances consistent delivery with project specific requirements.
Representative experience	We have an excellent track record of advising on heat network projects across the country for local authorities. By way of example, we advised the London Borough of Brent on their South Kilburn District Energy Network. We advised on the delivery and governance framework, funding through section 106 contributions, council borrowing and the Green Heat Networks Fund, vires, subsidy control compliance, procurement strategy, real estate rights, DBOM documentation and bidder negotiations. We advised a regional public sector regeneration body on electricity infrastructure supporting regeneration of a former major industrial site, including a long-term corporate joint venture to upgrade, operate and maintain high and low voltage distribution infrastructure. We advised a government department on sanctions and regulatory issues affecting UK North Sea oil and gas interests. We advised on compliance and risk management considerations connected with strategic energy assets.
How we deliver	Delivered by energy, projects, regulatory, corporate, finance, real estate, planning, procurement, environmental and disputes lawyers with sector knowledge and cross-disciplinary delivery capability.
Limitations / restrictions	Technical engineering, grid modelling, energy market forecasting, trading strategy and non-UK regulatory advice should be separately scoped or obtained through appropriate advisers.

Environmental Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Environmental compliance, permitting, impact assessment, habitats regulations, waste, water quality, contaminated land, biodiversity, circular economy, sustainability strategies, climate litigation risk and environmental issues linked to renewables and infrastructure projects. We advise public sector clients on sustainability, permitting and environmental risk in infrastructure and regeneration matters, helping them manage compliance, delivery and challenge risk.
Representative experience	We advise Hampshire County Council on its integrated waste disposal PPP with Veolia. The arrangement covers waste disposal and the design, construction, operation, maintenance and financing of energy from waste facilities. We advised a regional public sector regeneration body on electricity infrastructure supporting regeneration of a former major industrial site, including a long-term corporate joint venture to upgrade, operate and maintain high and low voltage distribution infrastructure. Our experience includes advising on the MetroWest railway scheme where Habitats Regulations issues relating to the Avon Gorge Woodlands SAC required an evolving consenting strategy, regulator liaison and habitat compensation arrangements.
How we deliver	Delivered by environmental, planning, projects, regulatory, public law, real estate, energy and disputes lawyers, with practical advice aligned to statutory duties, project delivery and environmental risk management.
Limitations / restrictions	Scientific, ecological, engineering, environmental modelling, surveying and expert evidence should be obtained from appropriate technical advisers where required.

Equity Capital Markets

Lots: 2

Capabilities and expertise	Equity capital markets transactions, placings, secondary issues, admissions, governance, due diligence, disclosure, regulatory requirements, transaction structuring and corporate documentation. We support equity related investment structures involving public sector backed vehicles and publicly owned entities, co-ordinating corporate finance, investment fund regulation, tax, subsidy control, public law and governance advice to achieve lawful and deliverable implementation.
Representative experience	We advised a public sector body on the establishment of a joint venture between a housing developer and landowner to repurpose retail assets into residential accommodation. The instruction involved corporate structuring, governance arrangements and the development of a legally robust delivery model for a regeneration initiative. We advised a local authority on the creation of a joint venture development vehicle for a major regeneration scheme, including corporate structuring, acquisition arrangements, governance, procurement, subsidy control and public law considerations. We advised on a £150m joint venture and co-investment structure between a local authority and private sector investor, including the design and implementation of a two-tier LLP investment vehicle to support a large-scale build-to-rent development.
How we deliver	Delivered by corporate finance, corporate, financial services regulatory, tax and public law specialists, supported by overseas counsel where relevant.
Limitations / restrictions	Investment advice, financial promotion advice beyond legal scope, valuation, accounting, underwriting and sponsor services should be separately scoped.

Finance & Investment

Lots: 1a, 1b, 2

Capabilities and expertise	Finance and investment structures, lending, security, public sector corporate vehicles, investment funds, project funding, development finance, grant/funding interfaces, governance, due diligence and transaction documentation. We help buyers structure investment, lending and grant backed arrangements, co-ordinating finance, corporate, procurement, subsidy control, tax and governance input so funding models are capable of approval, documentation and delivery.
Representative experience	We advised a major public sector development funder on a £43.5 million senior development loan facility for a 375-unit residential rental scheme. We drafted and negotiated the facility agreement, structured the first-ranking security package, agreed intercreditor arrangements, and managed due diligence, completion and post-completion requirements, delivering a robust lending structure that mitigated development and enforcement risk while meeting public sector governance requirements. We advised a UK financial institution on establishing a residential investment platform through a £100 million Build-to-Rent joint venture and a £750 million Single Family Rental joint venture with institutional investors. Our work included negotiating shareholder and investment documentation, establishing governance arrangements, coordinating tax, finance and real estate workstreams, and creating structures capable of supporting future debt financing and long-term asset management.
How we deliver	Delivered by banking, finance, corporate, partnership, tax, subsidy control, procurement, real estate and public law specialists, co-ordinated around the transaction timetable and governance approvals.
Limitations / restrictions	Financial modelling, investment recommendation, valuation, accounting, tax structuring outside legal advice and regulated financial advice should be separately scoped.

Financial Institutions Rescue, Restructuring and Insolvency

Lots: 2

Capabilities and expertise	Financial institution distress, rescue, restructuring, insolvency, special administrations, business continuity, security enforcement, directors' duties, creditor issues, regulatory interfaces and public interest considerations. We support buyers where financial distress affects lenders, regulated entities, suppliers or public sector counterparties, helping them assess enforcement options, contingency planning, insolvency risk and continuity of critical services.
Representative experience	We advise government bodies on winding up companies in the public interest, with experience across England, Scotland and Wales and related advice on insolvency, enforcement and public interest considerations. We advise government departments on director disqualification proceedings arising from insolvency and corporate governance concerns. We advise administrators, lenders and businesses on administrations, asset sales, security enforcement and orderly wind-downs. A financial services client instructed us on an orderly wind-down with a stated opportunity value of £36 million. Our role was described as pivotal in protecting stakeholder interests and maximising recoveries, drawing on restructuring, insolvency, banking and disputes expertise.
How we deliver	Delivered by restructuring, insolvency, banking, regulatory, corporate, disputes and public sector lawyers, supported by specialist advisers where insolvency practitioner or financial advisory input is needed.
Limitations / restrictions	Insolvency practitioner appointments, financial advisory services, valuation, accounting and regulated investment advice should be separately arranged.

Financial Litigation

Lots: 3

Capabilities and expertise	Disputes involving lending, security, receivables, payment obligations, financial products, regulated entities, enforcement, fraud, misrepresentation, negligence, recoveries, investment disputes, Consumer Credit Act claims and financial services regulatory interfaces. We help clients assess litigation merits, settlement options, enforcement routes and recovery prospects, with advice aligned to financial reporting, reputational considerations and wider commercial objectives.
Representative experience	We acted for a UK financial planning, investment products and wealth management business in litigation arising from a contractual indemnity connected to an FCA-identified defined benefit pension transfer remediation scheme. The dispute concerned liability for more than £1 million of customer redress, indemnity obligations arising under a business acquisition and competing insurance recoveries. We have also advised financial services businesses on appointed representative disputes, commission clawback claims, guarantee enforcement and related recovery proceedings. We acted for a leading global financial institution in connection with disputes relating to investor services, and for a well-known asset finance and invoice discounting provider in defending a portfolio of customer claims.
How we deliver	Delivered by financial disputes, recoveries, commercial litigation, regulatory, banking and insolvency specialists, with clear litigation strategy, budget reporting and escalation routes.
Limitations / restrictions	Counsel, forensic accounting, valuation, expert evidence, eDiscovery, tracing and overseas proceedings should be separately scoped where required.

Financial Services, Market and Competition Regulation

Lots: 1a, 1b, 2

Capabilities and expertise	Financial services regulation, market conduct, competition regulation, FCA/PRA compliance, Consumer Duty, senior managers and certification, payment services, e-money, investment funds, outsourcing, appointed representatives, financial crime, sanctions, regulated M&A and customer documentation. We support clients with regulatory perimeter analysis, governance, outsourcing, financial crime controls, fund regulation and FCA/PRA compliance, particularly where public sector backed investment, digital finance or regulated delivery models require co-ordinated regulatory and transactional advice.
Representative experience	We advise firms on the regulatory perimeter, the launch of new financial products and services, FCA authorisations, variations or permission and wind-downs. We advise firms on the Consumer Duty, regulatory outsourcings (including technology and data outsourcings), appointed representative arrangements, financial promotions, conduct requirements, client assets, regulatory capital and financial crime prevention. We advise firms and individuals on dealings with the FCA's supervisory, investigation and enforcement teams. Our work includes regulatory strategy, responses to enquiries and management of investigation and enforcement risk.
How we deliver	Delivered by financial services regulatory, competition, corporate, commercial, technology, data, restructuring and disputes lawyers, with practical support for compliance, transactions and regulatory change.
Limitations / restrictions	Regulated financial advice, investment recommendations, actuarial advice, accounting, licensing strategy outside legal advice and economic modelling should be separately scoped.

Fintech Crypto Assets

Lots: 1a, 1b, 2

Capabilities and expertise	Fintech, crypto assets, blockchain, digital payments, e-money, digital identity, outsourcing, technology contracts, regulatory perimeter issues, data protection, cyber risk, financial crime, sanctions and emerging digital regulation. We support clients in structuring technology enabled services, managing contractual risk and addressing governance, data protection, financial crime and regulatory compliance where digital assets, payments or online services create legal risk.
Representative experience	We advise financial services clients on payment services regulation and litigation, FCA engagement and the regulatory aspects of technology enabled products and services. We advise regulated firms on technology outsourcing, cloud arrangements, operational resilience, data protection and financial services compliance. We combine commercial, technology, cyber and regulatory advice for digital transformation within regulated businesses. Crypto asset and fintech businesses can draw on WBD's capability in regulation of crypto asset services, blockchain, financial crime, sanctions, regulatory perimeter, Consumer Duty and PRA/FCA compliance.
How we deliver	Delivered by technology, financial services regulatory, data protection, cyber, commercial, IP, corporate and disputes lawyers with input from risk specialists where source of funds, sanctions or financial crime issues arise.
Limitations / restrictions	Technical blockchain development, cyber forensics, tracing, valuation, tax structuring, crypto custody and regulated investment advice should be separately scoped.

Food, Rural and Environmental Affairs

Lots: 1a, 1b, 2

Capabilities and expertise	Environmental compliance, impact assessment, habitats regulations, rural estate issues, wildlife and marine protection, sustainability strategies, circular economy, food safety, hygiene compliance, waste, water quality, permitting and land use. We support public sector clients on environmental, rural and food related risks arising from infrastructure, regeneration and transport projects, including horizon scanning on climate litigation and emerging compliance issues.
Representative experience	We are currently advising a number of local authorities on the treatment of food waste following the Government's Simpler Recycling Regulations. We advised a major public sector transport partnership on three Transport & Works Act applications, including Environmental Impact Assessment, Habitats Regulations Assessment and Biodiversity Net Gain requirements. We developed a strategic approach to BNG delivery across three infrastructure projects, combining on-site and off-site habitat measures to achieve statutory biodiversity outcomes. We advised a local authority on the establishment of a habitat bank, including development of an innovative circular funding mechanism using environmental funding provided by a national public body for flood risk management purposes. Our role included preparing the options appraisal and advising on the legal aspects of the business case for the preferred delivery model in collaboration with officers, tax and commercial advisers, and the public sector delivery team.
How we deliver	Delivered by environmental, rural, food safety, planning, regulatory, real estate, public law and disputes lawyers, with technical input from consultants where evidence or modelling is required.
Limitations / restrictions	Scientific, ecological, technical environmental, surveying, valuation and expert evidence should be obtained from appropriate specialists where required.

Franchise Law

Lots: 1a, 1b, 2

Capabilities and expertise	Franchising and concession agreements, IP licensing, supply chain and logistics, real estate issues, public and private sector franchises, concessions, contract governance, termination and related disputes.
Representative experience	We have advised a transport company on its successful bid for 3 rail franchises and separately on its current bid for another rail franchise. We advised a retail chain company in relation to some of its international franchises and distribution agreements. We also advised a train operating company on its direct award franchise agreement which involved considering the impact of major infrastructure works.
How we deliver	Delivered by commercial, IP, real estate, procurement, regulatory and disputes lawyers with support from sector specialists where franchising interacts with public assets or regulated services.
Limitations / restrictions	Commercial model design, tax, accountancy, valuation and operational franchising advice outside legal scope should be separately scoped.

General Costs Law Services

Lots: 6

Capabilities and expertise	Costs law support including budgeting, costs management, detailed assessment, recovery, negotiation, adverse costs risk, litigation funding interfaces, bills of costs and contentious costs strategy. Our costs specialists work with litigation teams to align costs advice with case strategy, proportionality, settlement considerations and financial reporting requirements for public sector and regulated clients.
Representative experience	We acted in major litigation in which the team defeated the claim at trial, defeated the claimant's appeal, secured costs orders at both stages and recovered more than 80% of costs incurred. We have advised litigation clients on phase-based costs budgeting and monitoring using the firm's Evaluate tool. Public sector and commercial clients have received advice on litigation costs management, negotiation, recovery and strategic cost risk management. We align costs strategy with the wider litigation plan and support transparent reporting and proportionality.
How we deliver	Delivered by costs specialists working alongside litigation, disputes, public law and commercial teams to align costs strategy with the wider litigation plan.
Limitations / restrictions	Disbursements, counsel, experts, adverse costs insurance and third-party funding arrangements should be separately scoped and agreed.

Grants

Lots: 1a, 1b, 2

Capabilities and expertise	Grant funding, subsidy control, public law powers, funding agreements, governance, conditions, clawback, monitoring, procurement interfaces, state aid legacy issues and delivery structures. We support public sector bodies in structuring lawful and deliverable funding arrangements where grant conditions, subsidy control, procurement obligations, governance approvals and clawback protections need to operate together. Our advice helps clients achieve public objectives while managing challenge risk, accountability requirements and implementation certainty.
Representative experience	We advised the London Borough of Brent on the South Kilburn District Energy Network, funded through section 106 contributions, council borrowing and the Green Heat Networks Fund. We advised on integrating the funding streams with the delivery structure, vires, subsidy control compliance, procurement strategy and contractual arrangements, supporting progression of the Council's low carbon heat network project. We advised the London Borough of Lewisham on Lewisham Gateway, a major town centre regeneration scheme involving Housing Infrastructure Fund support. We advised on grant and forward funding arrangements, development agreements, land disposals, development finance documentation and subsidy control issues involving multiple public and private sector stakeholders.
How we deliver	Delivered by subsidy control, public law, procurement, projects, real estate, finance and commercial lawyers with experience of public funding structures and governance approvals.
Limitations / restrictions	Economic appraisal, valuation, accountancy, grant programme administration and technical project monitoring are outside legal scope unless separately agreed.

Health and Safety

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Crisis management, HSE investigations, corporate and gross negligence manslaughter, prosecutions, inquests, public inquiries, health and safety governance, statutory notices, enforcement, supply chain risk and director briefings. We support clients following serious incidents by providing rapid response advice, preserving evidence, managing regulatory correspondence and witness handling, and aligning legal strategy with operational continuity, board reporting, lessons learned and public accountability.
Representative experience	We advised a major UK drinks manufacturer following a fatal workplace incident involving the release of a hazardous substance. We supported Police and HSE investigations, managed evidence and witness preparation, and represented the client at inquest and prosecution. Our early strategic advice helped avoid corporate and gross negligence manslaughter charges and contributed to a significantly reduced fine. We advised the operator of a major UK transport hub following two fatal workplace accidents. We resolved civil and coronial proceedings, successfully avoided an Article 2 inquest and supported the client's response to a Prevention of Future Death report. Following a second fatal incident, we advised on the HSE investigation, coronial proceedings and potential prosecution, helping manage significant regulatory and reputational risks.
How we deliver	Delivered by health and safety, regulatory, inquests, disputes, employment and public law lawyers, with rapid response protocols and practical support for investigations and enforcement action.
Limitations / restrictions	Technical safety audits, engineering, occupational health, expert evidence, emergency response operations and media handling should be separately scoped where required.

Health, Healthcare and Social Care

Lots: 1a, 1b, 2

Capabilities and expertise	Commissioning, non-clinical services, outsourcing, PFI / LIFT arrangements, commercial contracts, property, employment, pensions, information governance, ICT systems, public law duties, inquests, inquiries and regulatory proceedings. We support NHS, health and social care bodies, and public sector health clients on statutory functions, data sharing, service transformation and governance issues, helping them manage legal risk across operational, contractual and regulatory workstreams.
Representative experience	We advised a national health data and digital services body over many years on complex public law, information law and data governance matters, including sensitive population-level health and social care data, data sharing arrangements, statutory responsibilities and operational issues. We advised an NHS Foundation Trust on establishment of a wholly owned subsidiary to deliver non-clinical services. We advised on corporate governance, employment and TUPE matters, commercial arrangements and a bespoke services contract governing delivery of the support services. We have provided continuous advice for over 25 years to East Lancashire Hospitals NHS Trust in relation to their acute hospital PFI project. Recent advice includes significant variations removing the PACS service from the project, achieving a settlement to a long-running dispute regarding facilities management, and revisions to the car parking service.
How we deliver	Delivered by health, public law, commercial, employment, pensions, property, data protection, technology, regulatory, inquests and disputes specialists.
Limitations / restrictions	Clinical advice, medical expert evidence, commissioning strategy, operational healthcare advice and social care practice advice are outside legal scope unless separately arranged.

Highways Law

Lots: 5

Capabilities and expertise	Highways powers, transport infrastructure, adoption, stopping up, traffic regulation, planning interfaces, developer obligations, compulsory purchase, highway authority governance and disputes. We support public bodies on highways and transport related projects where legal powers, planning obligations, procurement, land, environmental issues and stakeholder governance must be co-ordinated, helping ensure decisions are robust, deliverable and aligned to wider project objectives.
Representative experience	We advised a national highways authority on development consent orders for major road improvements to the A12 in Essex and the A47 in Norfolk. Our work included order drafting, land assembly advice, relocation and accommodation agreements, open-space issues, utility diversions and specialist compensation matters, as well as associated planning applications and arrangements for overlapping consents. We represented a national highways authority in challenges to the grant of development consent for three major road improvement schemes. The claims concerned climate change, cumulative greenhouse-gas assessment and the UK carbon budget. The authority was successful in the High Court and Court of Appeal, and the Supreme Court refused the claimant permission to appeal.
How we deliver	Delivered by transport, planning, real estate, public law, procurement, compulsory purchase, environmental and disputes lawyers working together on highways and transport related projects.
Limitations / restrictions	Highway engineering, traffic modelling, surveying, valuation and technical design advice should be separately scoped with appropriate advisers.

Housing Law

Lots: 1a, 1b, 2

Capabilities and expertise	Registered provider regulation, governance, funding, finance, housing management, development, regeneration, property, planning, charity, procurement, disputes, tenancy matters and regulatory interfaces. We support public bodies and housing sector clients where housing objectives intersect with local authority powers, public funding, procurement obligations, subsidy control, community benefit and regeneration outcomes.
Representative experience	We advised a registered provider of social housing on the creation of a new group structure to support growth and diversification, including a holding company, subsidiary entities and a charitable foundation. We provided advice on governance, board responsibilities, regulatory compliance and the interaction between group entities, working closely with housing and charity regulators to ensure the structure supported the client's long-term objectives while maintaining robust governance standards. We also advised a housing association on the acquisition of land for a 295-home affordable rent and shared ownership scheme. Our multidisciplinary team advised on the acquisition, brownfield funding arrangements, planning, construction matters, warranties and estate disposal structure, helping the client manage risk, navigate funding and regulatory requirements, and successfully progress the development.
How we deliver	Delivered by housing, real estate, charity, regulatory, planning, finance, procurement and disputes lawyers, with scalable support for portfolio or higher volume work where appropriate.
Limitations / restrictions	Housing management operations, valuation, surveying, tenant support services and specialist technical advice should be separately scoped.

Immigration

Lots: 1a, 1b, 2

Capabilities and expertise	Sponsor licence applications, certificates of sponsorship, skilled worker and global business mobility routes, right to work compliance, sponsor duties, internal audits, Home Office compliance visits and immigration support linked to employment matters. We work with employment teams where restructuring, outsourcing, international recruitment or executive mobility requires immigration, sponsor management and HR compliance advice to be aligned.
Representative experience	We advise universities and higher education institutions on UKVI audits, sponsor compliance, complex academic visa applications and immigration helpline support. This includes advice on illegal working, visa delays and refusals, entry bans, absences, right-to-work checks, visitor routes and student working limits. We advised a housing association on employment and immigration matters, including cross-jurisdictional issues, overseas working agreements, sponsor licence requirements and individual visa queries. We advised a communications provider on transferring senior executives to the UK. We advised on adding a new route to the client's sponsor licence and supported applications for intra-company transfer visas.
How we deliver	Delivered by immigration lawyers working with employment, data protection and international mobility specialists, with practical guidance for HR, compliance and operational teams.
Limitations / restrictions	Advice is subject to current immigration rules and Home Office practice at the time of instruction. Non-UK immigration advice may require local counsel.

Information Law including Data Protection Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	UK GDPR, data protection compliance, audits, policies, privacy notices, DPIAs, data sharing, FOIA, EIR, subject access requests, ICO complaints and appeals, information governance, security and retention.
Representative experience	We advised a national health data and digital services body on complex information law, public law and data governance matters, including sensitive population-level health and social care data, information sharing arrangements and operational issues. We also acted for a global software provider following unauthorised access to customer databases affecting organisations internationally, including ICO notifications by more than 160 UK charities, universities and not-for-profit organisations. We advised a quasi-public rail organisation on GDPR implementation and ongoing data protection support, privacy notices and training. We advised on lawful processing, privacy notices and programme delivery and provided GDPR training for 100 key stakeholders. We have advised a quasi-public body on complex FOIA requests, internal reviews and ICO complaints and supported major clients on GDPR compliance programmes, DSARs and ICO liaison.
How we deliver	Delivered by data, technology, public law, disputes and information governance specialists, using tools such as WBD Clarity and structured document review support where appropriate.
Limitations / restrictions	Cyber incident forensics, technical security testing, data hosting and specialist IT remediation should be separately scoped where required.

Information Technology Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	IT outsourcing, software licensing, online services, enterprise systems, cloud, agile development, technology procurement, cyber risk, AI enabled tools and digital transformation support. We advise on system integration, data protection, IP ownership and contractual risk, including the use of technology-assisted delivery tools such as client portals, automation, eDiscovery, AI extraction and legal project management, with lawyer review where appropriate.
Representative experience	We advised a national health data and digital services body on contractual terms for digital tools made available to research organisations through hosted online research environments supporting Covid-19, cancer and wider health research. We advised an NHS body on a hosting agreement relating to apps and wearables and on an asset purchase agreement and associated IT contracts for proposed acquisition of software and IT services. We advise public sector bodies on digital procurement, enterprise systems, technology outsourcing, data governance and technology enabled transformation. A separate government agency matter included development of documentation governing artificial intelligence use.
How we deliver	Delivered by technology, commercial, procurement, IP, data protection, cyber, public law and disputes lawyers, supported by legal technologists and project managers where technology enabled delivery adds value.
Limitations / restrictions	Technical architecture, cyber forensics, penetration testing, system design, coding and operational IT implementation are outside legal scope unless separately agreed.

Insurance and Reinsurance

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Insurance coverage, policy interpretation, claims handling, professional indemnity, liability, recoveries, reinsurance, regulatory investigations and disputes arising from public sector contracts and projects. We support public sector and regulated clients in assessing coverage positions, managing claims strategy, co-ordinating with insurers and brokers, and aligning insurance advice with wider litigation, contractual and risk management objectives.
Representative experience	We advised a global reinsurer on a claim against insurance brokers following an alleged failure to notify a medical malpractice insurer, resulting in declined cover. The matter involved a complex chain of claims and indemnities arising from an underlying patient claim against an NHS Trust and subsequent indemnity claims. A global reinsurer instructed us as monitoring and coverage counsel on claims made under cyber policies. Recent work includes a ransomware incident affecting a global logistics company, claims arising from exploitation of the MOVEit vulnerability and compromise of a third-party IT service provider. We successfully defended a corporate policyholder in a £17 million Commercial Court claim concerning broker duties in arranging and advising on commercial all risks and business interruption cover.
How we deliver	Delivered by insurance, disputes, regulatory, commercial, professional negligence, construction, real estate and financial services lawyers depending on the policy and claim context.
Limitations / restrictions	Insurance broking, actuarial modelling, underwriting, loss adjusting, valuation and regulated financial advice should be separately scoped.

Intellectual Property Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Registration, protection, exploitation and enforcement of intellectual property rights, including trademarks, designs, copyright, database rights, confidentiality, patents, domain names, licensing, collaboration and R&D agreements. We support life sciences, technology and public sector clients on IP ownership, software development, commercialisation, infringement, passing off and misuse issues where intellectual property forms part of wider public service delivery, ICT, research or regulated product arrangements.
Representative experience	We advised the Department for Business & Trade on formulation of an intellectual property framework for the government's National Digital Twin Programme. The work supported the programme's approach to ownership, use and exploitation of intellectual property within a significant national digital infrastructure initiative. A specialist infrastructure materials manufacturer instructed WBD in rail sector patent infringement and validity litigation, involving multiple High Court hearings and a rare appeal to the Court of Appeal. We advised an NHS organisation on identifying, acquiring and licensing database rights connected with digital assets and information resources.
How we deliver	Delivered by IP lawyers with commercial, technology, data protection, life sciences, corporate and disputes support where IP is part of wider projects, contracts or litigation.
Limitations / restrictions	Patent prosecution, overseas registrations, technical patent validity opinions and non-UK filing work may require specialist patent attorneys or local counsel.

International Law

Lots: 5

Capabilities and expertise	Co-ordinating international legal advice for cross border transactions, disputes, regulatory investigations, sanctions, trade, data transfers, employment, corporate, commercial and public sector projects involving overseas legal issues. We combine UK legal input with advice from WBD US colleagues, international networks and suitably qualified local counsel where matters involve multi-jurisdictional litigation, regulatory risk, data breaches, M&A, sanctions, international trade or contractual risk allocation across jurisdictions.
Representative experience	WBD is a transatlantic firm with offices across the US as well as in the UK. We also are a member of Lex Mundi. We are therefore very used to handling international, multi-jurisdictional matters. By way of example, a global software provider instructed us following unauthorised access to customer databases affecting organisations globally. The incident generated claims and regulatory investigations in the UK, US, Canada, Ireland, Spain, Australia and other jurisdictions. We regularly advise cross border clients on sanctions, export controls, customs, foreign investment review and multi-jurisdiction regulatory investigations. Our UK and US teams co-ordinate advice across regulatory regimes, including OFAC, ITAR, EAR, CFIUS and UK and EU sanctions. Work includes privilege management, co-ordinated reporting, sanctions and trade issues, regulatory investigations and commercial disputes.
How we deliver	Delivered by UK specialists co-ordinating with WBD US colleagues, trusted local counsel and international networks, with consistent scoping, privilege management, reporting and budget control.
Limitations / restrictions	Non-UK law advice will be provided by appropriately qualified local counsel or WBD US colleagues where relevant. Local filing, court representation and regulated advice must be separately scoped.

International Trade

Lots: 1a, 1b, 2

Capabilities and expertise	Trade agreements, sanctions, export controls, import/export licensing, anti-corruption, modern slavery, regulatory requirements, distribution, agency, incoterms, logistics, cross border contracting and supply chain risk. We support public sector and regulated clients where international trade, sanctions, procurement and contractual delivery issues interact, helping them assess exposure, manage restrictions and build compliant commercial arrangements.
Representative experience	We advised a government department on sanctions issues affecting UK North Sea oil and gas interests. We advised on regulatory compliance and risk management considerations connected with strategic energy assets. Our US lawyers (we are a transatlantic firm) represent clients before the US Court of International Trade in challenges involving decisions of US Customs & Border Protection, the Department of Commerce and the International Trade Commission. We advise aerospace, defence, manufacturing and energy clients on export controls, sanctions, customs, foreign ownership issues and foreign investment review. Our US team advises on ITAR, EAR, anti-boycott rules, OFAC programmes and CFIUS.
How we deliver	Delivered by trade, sanctions, regulatory, commercial, corporate, IP, employment, disputes and international specialists, with local counsel where overseas legal issues are material.
Limitations / restrictions	Non-UK law, customs brokerage, technical product classification, tax, logistics operations and regulated export licensing submissions may require specialist advisers or local counsel.

Investment and Asset Management

Lots: 2

Capabilities and expertise	Investment funds, asset management structures, regulatory perimeter issues, fund documentation, governance, delegation, outsourcing, financial promotions, ESG and sustainable investment, due diligence and investor terms. We support public sector-backed investment vehicles where fund formation, regulation, subsidy control, tax, public law and governance need to be co-ordinated to establish lawful, compliant and deliverable structures.
Representative experience	We advised a sustainable technology limited partnership fund backed by the UK government on its establishment and investment structure. We advised on fund formation, governance and related financial services regulatory considerations. We advised a fast growing independent wealth management business on an acquisition programme undertaken before its sale to private equity. We supported acquisitions of advisory businesses and developed a toolkit including asset purchase and accelerated funding agreements to facilitate smaller practice buy-outs. We advise investment funds and asset managers on fund documentation, governance, regulatory perimeter issues, delegation, outsourcing, financial promotions, ESG considerations and investor terms.
How we deliver	Delivered by investment funds, financial services regulatory, corporate, tax, banking, public law and subsidy control specialists, supported by overseas counsel where relevant.
Limitations / restrictions	Investment advice, portfolio management, fund administration, accounting, valuation, tax modelling and regulated financial advice are outside legal scope unless separately agreed.

Investment and Commercial Banking

Lots: 2

Capabilities and expertise	Lending, acquisition finance, real estate finance, security, restructuring, governance, transaction documentation, enforcement and commercial banking disputes. We support banks, financial institutions, lenders and public bodies on secured lending, due diligence, public funding interfaces and restructuring risk where banking arrangements need to align with wider project, asset or delivery objectives.
Representative experience	We advised a UK clearing bank on a complex pre-delivery asset finance transaction and advised a specialist UK bank on its commercial real estate lending programme. We advise banks, investment funds and other lenders on acquisition finance, project finance, renewable energy finance, real estate finance and refinancing. The team's work includes loan and security documentation, priority and intercreditor arrangements, due diligence and transaction management.
How we deliver	Delivered by banking, finance, restructuring, corporate, real estate, regulatory, tax and disputes lawyers with co-ordinated due diligence, transaction management and enforcement support.
Limitations / restrictions	Credit approval, financial modelling, valuation, investment advice, accounting and regulated banking services should be separately scoped.

Life Sciences

Lots: 1a, 1b, 2

Capabilities and expertise	Medical devices, medicines regulation, clinical laboratories, licensing, patents, life sciences contracts, research bodies, healthcare organisations, product compliance, data, IP and commercialisation. We support health, technology and life sciences clients on regulated products and healthcare technologies, including regulatory classification, supplier obligations, data use, IP ownership, contractual risk and remedies where performance or compliance issues affect public service delivery.
Representative experience	We advised a central government health department on design and construction contracts for a nationally significant Covid-19 testing facility supporting the UK's testing infrastructure. We advised a national health data and digital services body on contractual terms for digital tools made available to research organisations through hosted online research environments supporting Covid-19, cancer and wider health research. We also acted as project legal counsel to a global biopharmaceutical manufacturer on £850 million of UK capital projects supporting biologics, vaccines and advanced therapies, including a new laboratory and two manufacturing facilities, one estimated at £500 million. Advised a software company on application of the EU Medical Devices Directive to bespoke information systems and a healthcare trust on an alleged defective medical device issue.
How we deliver	Delivered by life sciences, regulatory, IP, commercial, data protection, health, technology and disputes lawyers, with technical or clinical experts where needed.
Limitations / restrictions	Scientific, clinical, regulatory agency representation, product testing and technical medical evidence should be separately scoped where required.

Merger & Acquisition Activity

Lots: 1a, 1b, 2

Capabilities and expertise	Acquisitions, disposals, joint ventures, reorganisations, due diligence, transaction structuring, governance, public sector corporate vehicles, funding, regulatory approvals and post-completion integration. We support public sector bodies on corporate structuring, ownership transfers and government owned company arrangements, co-ordinating legal input across governance, subsidy control, tax, finance, property and regulatory workstreams to deliver transactions that are robust, compliant and capable of implementation.
Representative experience	We advised a major transport operator on its acquisition of an infrastructure services business supporting rail maintenance and construction. We advised on transaction documentation, due diligence and completion arrangements. We advise financial services and infrastructure clients on acquisitions, disposals and reorganisations, including regulated-business transactions and acquisition programmes. The team's work covers due diligence, transaction documentation, governance, regulatory change of control and completion. We advised Humankind Charity on its merger with The Richmond Fellowship. We led the legal work, managed due diligence, reported to Humankind's board and shadow board, obtained relevant Charity Commission consents, advised on governance and prepared documents transferring operations and establishing intra-group arrangements.
How we deliver	Delivered by corporate, finance, tax, property, employment, pensions, regulatory, procurement, subsidy control and disputes lawyers, using co-ordinated transaction management and clear workstream reporting.
Limitations / restrictions	Tax structuring outside legal advice, valuation, financial modelling, accounting, pensions actuarial advice and regulated investment advice should be separately scoped.

Outsourcing

Lots: 1a, 1b, 2

Capabilities and expertise	Outsourcing and insourcing, leisure, waste, facilities management, adult social care, parks services, IT systems, pensions, employment, TUPE, property, procurement, subsidy control, planning and corporate structures.
Representative experience	We advised a number of NHS Foundation Trusts on the establishment of a wholly owned subsidiary to deliver non-clinical services. We advised on procurement, corporate governance, employment and TUPE matters, commercial arrangements and a bespoke services contract governing provision of the support services. We advise local authority clients on leisure service outsourcing using different delivery structures and on procurement of associated community and leisure facilities. We have advised on procurement, employment, pensions, property and subsidy control issues in connection with outsourcing contracts. Our clients include local authorities in the North East, London and the wider South East, as well as a regional public sector leisure and park authority operating nationally significant sports facilities. We advise local authorities on waste PPP, outsourcing and service transition arrangements. Examples include residual waste treatment, recycling, household waste sites, transport and green waste contracts following insourcing, together with long-term integrated waste disposal PPPs. Our waste sector clients include county councils in the North East, South East and South West of England.
How we deliver	Delivered by projects, commercial, employment, pensions, procurement, property, public law, corporate and disputes lawyers with integrated workstream management.
Limitations / restrictions	Operational transformation, HR implementation, technical service design, financial modelling and non-legal project management should be separately scoped.

Partnership Law

Lots: 1a, 1b, 2

Capabilities and expertise	Limited partnerships, LLPs, investment vehicles, joint ventures, property development partnerships, government backed SME investment structures, incentives, exits, governance and partners' duties.
Representative experience	We advised a sustainable technology fund backed by the UK government on establishment of a limited partnership structure. We advised on fund formation, governance and related investment and regulatory arrangements. We advised a regional public sector regeneration body on a long-term electricity infrastructure joint venture supporting regeneration of a former major industrial site, including governance, corporate vehicles, procurement, Teckal compliance, subsidy control and vires. We advise public bodies and investment sector clients on limited partnerships, joint ventures, investment vehicles, governance, partners' duties and associated corporate, tax and regulatory interfaces.
How we deliver	Delivered by partnership, corporate, tax, finance, public law, subsidy control, procurement and real estate lawyers depending on the structure and purpose of the vehicle.
Limitations / restrictions	Tax modelling, accounting, valuation, regulated investment advice and non-legal investment management should be separately scoped.

Pensions Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Civil service, NHS, local government and judicial pension schemes, early retirement rights, Old and New Fair Deal, admissions, direction bodies, outsourcing, insourcing, restructures and pensions disputes.
Representative experience	We advised a central government client on pension issues arising under New Fair Deal requirements for a public sector contracting arrangement. We advised on the pensions interface with procurement and workforce transfer. We advised a local authority on pension implications arising from insourcing Children's Services previously delivered through a NHS Trust. We advised on the interface between workforce transfer and public sector pension arrangements. We advise public sector employers on LGPS, NHS and Civil Service pension issues arising from outsourcing, insourcing, restructures and disputes. Work includes admissions, risk allocation, contractual protections and pensions aspects of workforce change. Additional experience includes advising on pensions issues within outsourcing, insourcing, concession and complex project arrangements, including the English Heritage Trust concession agreement where pensions and employment considerations formed part of the revised commercial structure.
How we deliver	Delivered by pensions lawyers working with employment, procurement, outsourcing, public law, disputes and actuarial advisers where needed.
Limitations / restrictions	Actuarial, covenant, investment, scheme administration, payroll and financial advice should be separately scoped with appropriate advisers.

Planning Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Development consent, planning applications, section 106 agreements, compulsory purchase, EIA, habitats regulations, regeneration, transport schemes, DCOs, NSIPs, town and village greens, waste schemes, CIL, judicial review and neighbourhood planning.
Representative experience	We advised Bristol Airport on its expansion proposals from application preparation through a six week public inquiry, subsequent challenge and implementation. We worked within an integrated client and consultant team and attended throughout the inquiry. We advised two regional transport authorities on a major regional rail restoration programme, restoring passenger rail services between Bristol Temple Meads and Portishead. We advised on consent strategy, prepared the development consent order and supporting documents, acted as advocate at examination, prepared reports supporting delegated powers and advised on implementation. We advised the London Borough of Lewisham on planning aspects of the Lewisham Gateway regeneration scheme. We advised on the original grant of consent, drafted and negotiated a complex planning agreement and continued to advise on variations to the permission and associated agreement, including a section 73 application for Phase 2 changes.
How we deliver	Delivered by planning and infrastructure lawyers working with environmental, real estate, compulsory purchase, public law, procurement, projects and disputes specialists.
Limitations / restrictions	Technical planning, transport modelling, environmental, valuation and expert evidence should be separately scoped where required.

Private Law Litigation and Dispute Resolution

Lots: 1a, 1b, 3

Capabilities and expertise	Private law disputes including contract claims, negligence, professional liability, property, commercial, technology, pensions and recovery matters. We support public sector and commercial clients on dispute avoidance, litigation, ADR, mediation, settlement strategy, enforcement and urgent relief where contractual, procurement, redevelopment or property issues overlap with public law risk, including judicial review and declaration of ineffectiveness considerations.
Representative experience	A global software provider instructed us following unauthorised access to customer databases affecting organisations globally. The incident generated contractual claims, class actions and regulatory investigations across several jurisdictions. We advised a leading UK wealth management and financial advice business on litigation arising from a contractual indemnity linked to an FCA-identified defined benefit pension transfer remediation scheme. The dispute concerned more than £1 million of redress paid to eight clients and whether liability should respond first under the sellers' indemnity or the client's insurance arrangements, raising issues around the hierarchy of contractual remedies. Further experience includes advising a North East local authority on enforcement, acquisition and operational issues relating to a hotel secured under loan arrangements, including insolvency, vires, contract and TUPE issues.
How we deliver	Delivered by commercial disputes, property disputes, professional risks, recoveries, public law and sector specialists with clear strategy, budget reporting and escalation routes.
Limitations / restrictions	Counsel, experts, eDiscovery, forensic evidence, tracing and overseas proceedings should be separately scoped where required.

Project and Asset Finance

Lots: 2, 4

Capabilities and expertise	Project finance, asset finance, real estate finance, security, funding agreements, lender due diligence, bankability reviews, development finance, renewable energy finance, infrastructure finance and restructuring interfaces. We support public bodies and lenders in structuring legally robust and deliverable funding arrangements, co-ordinating debt, security, grant conditions, subsidy control, procurement and governance approvals where these issues need to operate together.
Representative experience	We advised Staffordshire University on its £100 million student village DBFO project. The funding package combined university capital, equity investment and £70 million of private finance from Aviva Life & Pensions UK. We advised Durham University on long term DBFO structures for major college accommodation projects. Mount Oswald involved two college facilities providing around 1,000 student bed spaces and wider communal facilities. In 2023 we advised a major UK conservation charity on a £25 million private placement to fund renewable energy projects at a number of its properties.
How we deliver	Delivered by banking, finance, projects, real estate, construction, energy, corporate, tax, procurement and public law lawyers with co-ordinated transaction management.
Limitations / restrictions	Financial modelling, credit approval, valuation, tax modelling, insurance placement and technical project assessment should be separately scoped.

Projects and Transactions

Lots: 2, 4

Capabilities and expertise	Major projects and transactions, including commercial structuring, procurement, subsidy control, governance, risk allocation, funding, contracts, real estate, infrastructure, construction, technology and implementation issues. We support public bodies across the full project lifecycle, with experience spanning priority schools, housing infrastructure funding, regeneration, district heating, renewables procurement, airport reopening and outsourcing/insourcing projects.
Representative experience	We advised the London Borough of Lewisham on Lewisham Gateway, a major town centre regeneration scheme. We advised on development agreements, land disposals, forward funded development documents, development finance, planning and subsidy control issues involving multiple public and private sector stakeholders. We advised a local authority on legal arrangements supporting the proposed reopening of a regional airport. We advised on procurement of a private sector operator and a proposed structure under which the Council would take a headlease from the site owner and sub-let the airport to the operator, alongside governance, subsidy control, property and commercial considerations. We advised the London Borough of Brent on the South Kilburn District Energy Network. We advised on the delivery and governance framework, funding through section 106 contributions, council borrowing and the Green Heat Networks Fund, vires, subsidy control, procurement, real estate rights, DBOM documentation and bidder negotiations.
How we deliver	Delivered through multidisciplinary project teams combining projects, procurement, public law, real estate, construction, finance, commercial, employment, pensions and disputes expertise.
Limitations / restrictions	Financial, technical, engineering, procurement operations, valuation and project management advice outside legal scope should be separately scoped.

Projects / PPP

Lots: 1a, 1b

Capabilities and expertise	PFI, PF2, PPP, outsourcing, insourcing, infrastructure, district energy, funding agreements, refinancing, procurement, local authority powers, contract change, variations, disputes and asset transactions.
Representative experience	We advised Stoke-on-Trent City Council on expiry and hand back of its schools PFI estate, which was when signed the largest schools PFI in the country. We reviewed the project documentation, advised on contractual risk allocation, expiry variations, surveyor appointment, asset condition and hand back strategy, and supported transition planning covering TUPE, pensions, assets, IT and data licensing. We are subsequently working with Newcastle City Council, Sunderland City Council and LB Waltham Forest (amongst others) on schools PFI expiry projects. We advised Staffordshire University on its £100 million student village DBFO. We advised on a competitive procurement process and the PPP documentation for new and refurbished accommodation, a shared hub and long-term facilities management services. The project was funded using a hybrid asset finance model. We advised Durham University on two major college accommodation PPP programmes. Mount Oswald involved a DBFO procurement for two college facilities providing around 1,000 student bed spaces and communal facilities, funded by project finance.
How we deliver	Delivered by infrastructure, projects, procurement, public law, real estate, construction, finance, commercial, employment, pensions and disputes lawyers.
Limitations / restrictions	Technical delivery, financial modelling, accounting, engineering, project management and operational transformation advice should be separately scoped.

Property and Real Estate Litigation and Dispute Resolution

Lots: 1a, 1b, 2, 3

Capabilities and expertise	Landlord and tenant disputes, dilapidations, lease renewals, possession, easements, restrictive covenants, development and regeneration disputes, compulsory purchase interfaces, injunctions and property related ADR. We support government departments and public sector clients on land and property disputes, including redevelopment, procurement challenge and asset management risks.
Representative experience	We are advising a central government department on a dispute arising from the sale of land acquired for redevelopment. Contamination issues led to a dispute over the validity of the remediation scope of works and the alleged breach of the agreement for sale, resulting in ongoing High Court proceedings. We continue to provide strategic litigation and settlement advice, taking account of the political and reputational sensitivities surrounding the proposed development. We successfully represented a town council in a dispute concerning woodland acquired partly using donations from a community organisation. Members of the organisation alleged breach of a memorandum of understanding and claimed a beneficial interest in the land, having previously secured an injunction preventing essential tree safety works. We obtained judgment dismissing the claim, discharging the injunction and awarding costs in the council's favour.
How we deliver	Delivered by property disputes lawyers working with real estate, planning, compulsory purchase, construction, procurement, public law and commercial disputes specialists.
Limitations / restrictions	Valuation, surveying, building pathology, expert evidence, land referencing and enforcement agents should be separately scoped where required.

Public Inquiries - Support to Participants and Inquests

Lots: 1a, 1b, 2

Capabilities and expertise	Public inquiries, inquests, non-statutory reviews, regulatory investigations and crisis response, including evidence preservation, disclosure, witness preparation, submissions, regulator engagement, board reporting and lessons learned. We support public bodies, witnesses and participants to manage sensitive governance, information law, privilege and reputational risks carefully throughout the process.
Representative experience	An NHS mental health trust instructed us in connection with a jury inquest. We prepared witnesses, helped them understand the court process and worked with the trust to address the coroner's outstanding concerns. We advised a social care provider on a Safeguarding Adults Enquiry and associated coroner's investigation. We supported finalisation of the investigation report and preparation of witness statements and documents for the coroner. We advise government departments and public bodies on corporate manslaughter, HSE and other regulatory investigations that may lead to inquiries or inquests. We support disclosure, witness preparation, evidence handling, governance and strategic engagement with investigators and coroners.
How we deliver	Delivered by inquests, public inquiries, regulatory, health and safety, public law, disputes, data protection and employment lawyers with practical support for document management and evidence handling.
Limitations / restrictions	Counsel, advocacy, expert evidence, media handling, crisis communications and technical investigations should be separately scoped where required.

Public Inquiries - Non-Statutory Independent Inquiries / Reviews

Lots: 2

Capabilities and expertise	Non-statutory independent inquiries, reviews and investigations, including terms of reference, governance, evidence gathering, disclosure, information law, privilege, reporting, recommendations and implementation risk. We support public bodies through sensitive internal and non-statutory reviews, helping them manage document review, witness preparation, stakeholder engagement, lessons learned and practical recommendations capable of implementation.
Representative experience	A social care provider instructed us in connection with a Safeguarding Adults Enquiry and associated coroner process. We supported finalisation of the investigation report and prepared witness statements and documentation for the coroner, providing relevant experience in sensitive safeguarding investigations, evidence handling and review processes. We advise public bodies on internal investigations and governance reviews involving evidence gathering, witness management, legal risk analysis and reporting, drawing on the expertise of our public law, employment, data protection, regulatory and disputes specialists. We advise regulated organisations on non-statutory reviews, governance enquiries and sensitive investigations, including management of evidence, recommendations and engagement with stakeholders.
How we deliver	Delivered by public law, regulatory, investigations, inquests, employment, data protection, governance and disputes lawyers, supported by project management and document review capability where appropriate.
Limitations / restrictions	Independent chair appointments, expert evidence, technical investigations, media handling and non-legal implementation support should be separately scoped.

Public International Law

Lots: 1a, 1b, 2

Capabilities and expertise	Public international law issues including treaty interpretation, international obligations, sanctions, cross border co-operation, international regulatory frameworks, public law interfaces, trade, disputes and engagement with international institutions. We support public sector and regulated clients on matters with overseas legal or regulatory dimensions, co-ordinating UK public law, regulatory, commercial and disputes input with WBD US colleagues and trusted local counsel where required.
Representative experience	We advise public and regulated bodies on sanctions, export controls, customs and foreign investment review. Our UK and US teams co-ordinate advice across UK, EU and US regulatory regimes, including OFAC, ITAR, EAR and CFIUS. We advise international parties on cross border disputes and arbitrations under ICC, UNCITRAL, LCIA, ICSID, SIAC, Scottish and other institutional rules. Our experience spans major arbitral centres and includes infrastructure disputes, including a Scottish rules matter for a French contractor. Public sector and international clients benefit from co-ordinated advice across jurisdictions through WBD's UK and US offices and local counsel. Work includes sanctions, trade controls, regulatory investigations, privilege management and cross border disputes.
How we deliver	Delivered by public law, regulatory, international trade, disputes, sanctions, commercial and cross border specialists, co-ordinating with WBD US colleagues and local counsel where required.
Limitations / restrictions	Non-UK law, foreign court representation, diplomatic advice, international arbitration advocacy and specialist treaty advice may require local counsel, counsel or specialist advisers.

Public Law

Lots: 1a, 1b, 2

Capabilities and expertise	Statutory powers, vires, governance, decision making, consultation, public law duties, equality duties, information law, subsidy control, procurement, local authority powers, regulatory functions and judicial review risk. We provide practical public law input on funding, procurement and regulated decision-making matters, helping buyers structure defensible decisions and manage challenge risk.
Representative experience	We advised a national health data and digital services body for more than 11 years on statutory functions, information governance and public law, including sensitive population-level health and social care data, data sharing arrangements and operational issues during changes to its responsibilities and the wider health and social care framework. We advised a local authority on legal arrangements supporting the proposed reopening of a regional airport. We advised on governance, procurement, subsidy control, vires and property structures connected with a high-profile strategic infrastructure project. We support multiple local authorities on public law and local government matters.
How we deliver	Delivered by public law specialists working with procurement, projects, regulatory, information law, health, education, local government and disputes lawyers to provide practical and defensible advice.
Limitations / restrictions	Policy design, operational implementation, political advice, consultation administration and non-legal governance support should be separately scoped.

Public Law Litigation & Dispute Resolution

Lots: 1a, 1b, 3, 4

Capabilities and expertise	Judicial review, procurement challenges, statutory appeals, urgent applications, declarations, injunctions, disclosure, remedies, settlement strategy and public law dispute risk. We help public bodies and challengers assess challenge exposure, including declaration of ineffectiveness risk, and develop clear strategies for bringing, defending or resolving procurement and decision-making disputes.
Representative experience	We advise local authorities and other public bodies on challenges to and defences of procurement processes and have recent experience in dealing with confidential contentious procurement matters, including successful challenges and defences. We advise public bodies on judicial review, statutory appeals, declarations and urgent injunctive relief arising from public decision making. The wider public sector credentials include governance, procurement, planning and regulatory disputes. We advise local authorities on disputes concerning public projects and decision making, including a construction dispute where premature certification of practical completion could have obliged a council to take a long lease before completion. We advised on the contentious strategy and wider contractual and local government implications.
How we deliver	Delivered by public law litigators, procurement disputes lawyers and sector specialists, with clear case strategy, urgent response capability, cost reporting and co-ordination with counsel where needed.
Limitations / restrictions	Counsel, expert evidence, eDiscovery, economic evidence, advocacy and overseas proceedings should be separately scoped where required.

Public Procurement Law

Lots: 1a, 1b, 2, 4, 5

Capabilities and expertise	Procurement strategy, frameworks, competitive procedures, moderation, evaluation, ethical procurement, contract change, supply chain management, challenge risk and interfaces with subsidy control, public law and commercial contracts. We support public sector clients on complex procurements across transport, development, infrastructure, district heating, leisure outsourcing, waste PFI/PPP, airport reopening and technology projects, helping them structure robust processes, manage risk and make defensible award decisions.
Representative experience	We advised a local authority on the procurement and delivery of a major district heat network project funded through a combination of public funding, local authority borrowing and grant support. Our role covered the project structure, funding arrangements, procurement strategy and subsidy control compliance. We worked alongside technical and financial advisers to develop a legally robust delivery model, undertook a comprehensive compliance review covering public procurement and subsidy control requirements, identified procurement and delivery risks together with mitigation measures, and supported the authority's internal governance and decision-making processes. We have advised local authorities on major waste infrastructure procurements, including replacement waste PFI contracts and PPP arrangements. Our work covered procurement strategy, Competitive Dialogue and negotiated procedures, risk allocation and contract award, helping deliver compliant procurements and manage challenge risk.
How we deliver	Delivered by procurement specialists working with commercial, public law, subsidy control, projects, technology, real estate and disputes lawyers from strategy through contract award and challenge risk.
Limitations / restrictions	Procurement operations, technical evaluation, market engagement delivery, financial modelling and economic evaluation should be separately scoped where required.

Real Estate & Real Estate Finance

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Acquisitions, disposals, leases, estate management, regeneration, development, secured lending, real estate finance, compulsory purchase, section 106 agreements, property due diligence, title review and portfolio matters. We support government departments, local authorities and lenders on dilapidations, lease renewals, strategic acquisitions, regeneration and infrastructure projects, as well as certificates of title and lender documentation for loans secured against real estate.
Representative experience	We advised the London Borough of Lewisham on Lewisham Gateway, a multi-party town centre regeneration scheme. We advised on development agreements, land disposals, forward funded development documents, development finance arrangements, land swaps and leases, insurance requirements, performance security and disposal of land interests on practical completion, alongside appropriation and subsidy control indemnities. We advised a regional public sector transport partnership on land and delivery arrangements for a new rail station, including title, promotion and option agreements, conditions precedent, access and infrastructure land interests. We advised a public sector rail infrastructure body on complex station property arrangements, including lease surrender, temporary operating rights, land exchange, easements and ecological corridor arrangements.
How we deliver	Delivered by real estate, real estate finance, planning, construction, tax, procurement, public law and property litigation specialists, with scalable support for portfolio reviews where appropriate.
Limitations / restrictions	Valuation, surveying, building surveys, environmental technical reports, tax/accounting advice and financial modelling should be separately scoped.

Rail Commercial Law

Lots: 5

Capabilities and expertise	Rail commercial contracts, rolling stock, track access, station arrangements, concessions, advertising, procurement, infrastructure projects, regulated assets, transport interfaces, disputes and public sector rail programmes. We support train operators and public sector bodies with track access applications, fleet renewal, franchising disputes, procurement challenges and station management arrangements.
Representative experience	We advised a regional public sector transport partnership on design-and-build procurement and delivery arrangements for a new rail station, including tender documentation and stakeholder co-ordination. We advised two regional transport authorities on a major regional rail restoration programme, restoring passenger services between Bristol Temple Meads and Portishead across operational, mothballed and council owned railway land. We advised on the development consent order, supporting documents, examination advocacy, delegated powers and implementation strategy. We advise a national rail infrastructure body on complex station property, commercialisation and regeneration matters, including lease arrangements, land acquisition, easements and joint ventures for railway-adjacent assets.
How we deliver	Delivered by transport, rail, commercial, procurement, technology, real estate, regulatory and disputes lawyers with experience of regulated rail and transport infrastructure.
Limitations / restrictions	Rail engineering, timetable modelling, safety certification, technical rolling stock advice and operational rail consultancy should be separately scoped.

Regulatory

Lots: 5

Capabilities and expertise	Regulatory compliance, investigations, enforcement, regulated markets, consumer law, health and safety, environmental regulation, data protection, financial services, sanctions, public sector regulatory duties and engagement with regulators. We help public sector and private clients manage investigation and enforcement risk by preserving privilege, co-ordinating evidence gathering, handling regulator correspondence, supporting witnesses, reporting to boards and aligning legal strategy with governance, reputation and operational continuity.
Representative experience	A global software provider instructed us following a global data breach that generated regulatory investigations in several jurisdictions. We advised on global strategy, co-ordinated legal defences and led the forensic investigation used by the client's legal teams. We advised the trustees of a charitable foundation following a Charity Commission statutory inquiry into governance and founder-linked commercial property arrangements. We advise government and regulated bodies on HSE, corporate manslaughter, environmental, financial services and data protection investigations. We support regulatory strategy, evidence and disclosure, witness preparation and engagement with regulators.
How we deliver	Delivered by regulatory, public law, disputes, health and safety, environmental, financial services, data protection, sanctions and sector specialists with practical support for investigations and compliance programmes.
Limitations / restrictions	Technical compliance testing, audit services, engineering or scientific evidence, regulated financial advice and non-legal monitoring should be separately scoped.

Restructuring & Insolvency

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Restructuring, insolvency, business continuity, supply chain risk, special administrations, security enforcement, directors' duties, public interest winding up, disqualification proceedings, debtor book realisation and contentious recovery. We help lenders, public bodies and other stakeholders assess enforcement and recovery options, protect value and manage insolvency related disputes.
Representative experience	We have advised government bodies on public interest winding-up proceedings involving companies operating across England, Scotland and Wales. We advised on insolvency, governance, enforcement and regulatory considerations. We have advised government departments on director disqualification proceedings connected with insolvency and corporate governance concerns. We advised on investigation and enforcement issues. We advise administrators, lenders and businesses on administrations, distressed business sales, asset recovery, security enforcement, cross border insolvency and orderly wind-downs. Our experience also includes antecedent claims, recognition of foreign proceedings and strategies to preserve value and maximise recoveries.
How we deliver	Delivered by restructuring, insolvency, banking, corporate, disputes, recoveries, regulatory and public sector lawyers, with insolvency practitioners and financial advisers where required.
Limitations / restrictions	Insolvency practitioner appointments, valuations, accounting, financial advisory, tax modelling and regulated investment advice should be separately scoped.

Subsidy Control Law

Lots: 1a, 1b, 5

Capabilities and expertise	We provide a full-service offering in the area of subsidy control. We advise public sector organisations, third sector, charities and businesses. We advise bodies giving subsidies and those in receipt, or potential receipt of subsidy. Within the team we have decades of experience of advising on the UK's current subsidy control regime, the interim arrangements which were in place following Brexit and the EU State aid regime. We are able to advise on this complex area with clarity, focusing on the key issues in any scenario.
Representative experience	We advised a local authority on subsidy control issues associated with reopening a regional airport. The work included advice connected with the Council's public sector support and engagement with the Competition & Markets Authority's Subsidy Advice Unit. We advised a national public sector housing and regeneration body on subsidy control issues in relation to multiple regeneration projects totalling hundreds of millions of pounds. We are advising a North East local authority on subsidy control issues in relation to a commercial redevelopment project involving over £100 million of public funding.
How we deliver	Delivered by subsidy control, public law, procurement, competition, projects, real estate, finance and commercial lawyers, with advice focused on lawful, deliverable funding structures and proportionate risk management.
Limitations / restrictions	Economic modelling, valuation, financial appraisal, state aid legacy advice outside UK scope and non-legal policy assessment should be separately scoped where required.

Supporting Public Inquiries

Lots: 1a, 1b

Capabilities and expertise	Supporting public bodies and participants in statutory and non-statutory inquiries, inquests, reviews and regulatory investigations, including governance, terms of reference, disclosure, evidence handling, witness preparation, submissions, information law, privilege, regulator engagement and lessons learned. We help clients manage sensitive processes by preserving privilege, co-ordinating document review and witness support, and translating findings into practical recommendations capable of implementation.
Representative experience	An NHS mental health trust instructed us in connection with a jury inquest. We prepared witnesses, helped them understand the process and worked with the trust to address the coroner's remaining concerns. We advised a social care provider on a Safeguarding Adults Enquiry and associated coroner's investigation. We advised on investigation reporting, witness statements, documentary evidence and the approach to the pre-inquest review. We advise government departments, arm's length bodies and other public organisations on corporate manslaughter, HSE and regulatory investigations. We support evidence handling, disclosure, witness preparation, governance and strategic engagement with investigators and regulators.
How we deliver	Delivered by public inquiries, inquests, regulatory, health and safety, public law, disputes, employment and data protection lawyers, supported by document review and project management capability where appropriate.
Limitations / restrictions	Independent chair appointments, counsel, advocacy, expert evidence, technical investigations, media handling and crisis communications should be separately scoped.

Sustainable Finance / Green Finance

Lots: 1a, 1b, 2

Capabilities and expertise	Sustainable and green finance, ESG linked funding, renewable energy finance, sustainability linked lending, green investment vehicles, governance, disclosure, regulatory considerations and interfaces with subsidy control and procurement. We can advise on government backed sustainable technology fund structures, renewable energy project finance, lender-side bankability reviews, district heating and heat network arrangements, renewables procurement and low carbon infrastructure funding. We help clients align ESG, procurement, subsidy control, governance and deliverability requirements so sustainable funding structures are lawful, bankable and capable of implementation.
Representative experience	We advised the London Borough of Brent on the South Kilburn District Energy Network, funded through section 106 contributions, council borrowing and the Green Heat Networks Fund. We advised on funding structure, vires, subsidy control compliance, procurement, real estate rights and contractual documentation supporting delivery of a low carbon heat network within a major regeneration area. We advised South Tees Development Corporation on electricity infrastructure supporting clean energy and industrial regeneration of the 4,500-acre former Redcar steelworks site. We advised on a long-term joint venture, related corporate vehicles, procurement and subsidy control.
How we deliver	Delivered by finance, corporate, energy, projects, real estate, regulatory, tax, subsidy control, procurement and environmental lawyers, with a focus on lawful, bankable and sustainable funding structures.
Limitations / restrictions	ESG ratings, impact measurement, financial modelling, valuation, investment advice, assurance and technical environmental assessment should be separately scoped.

Tax Law

Lots: 1a, 1b, 2, 5

Capabilities and expertise	Tax law issues arising in public sector projects, transactions, corporate structures, property arrangements, employment matters, outsourcing, investment funds, finance and commercial contracts. We help clients identify tax-related legal risks, structure transactions appropriately and co-ordinate tax input with corporate, finance, real estate, employment, procurement, subsidy control and projects advice where required.
Representative experience	We have recently provided tax advice to a government agency in relation to the recovery of VAT on costs incurred on third party land that is close to, but does not abut, land owned by the agency. We have also recently provided VAT and SDLT advice to a local authority in relation to works undertaken by it in connection with the construction of a new railway station to support a new residential development
How we deliver	Delivered by tax lawyers working with corporate, real estate, finance, projects, procurement, employment, pensions and restructuring teams where tax issues form part of wider transactions or projects.
Limitations / restrictions	Accounting, tax compliance filings, audit, valuation, financial modelling and non-legal tax implementation should be separately scoped with appropriate advisers.

United States Securities & Regulatory

Lots: 2

Capabilities and expertise	Co-ordinating UK and US legal input on cross border securities, capital markets, regulatory, sanctions, financial services, governance and investigations matters relevant to UK public sector buyers. We work with appropriately qualified WBD US colleagues and international networks to ensure US law input is clearly scoped, privilege is protected and advice is integrated with UK public law, corporate, finance, sanctions and dispute resolution workstreams.
Representative experience	Through our integrated UK-US platform, we advise clients on complex cross-border securities, regulatory, sanctions and investigations matters. WBD's US lawyers represent clients before the US Court of International Trade in challenges involving US Customs and Border Protection, the Department of Commerce and the International Trade Commission. Our US team advises cross border clients on CFIUS, export controls, sanctions, customs and government investigations. The team's experience includes ITAR, EAR, anti-boycott rules, OFAC programmes, internal investigations, voluntary disclosures and enforcement proceedings. Public and listed companies access WBD's UK-US platform for cross border capital markets and public company advice, including US exchange admissions and related governance and disclosure issues.
How we deliver	Delivered by UK lawyers co-ordinating with WBD US colleagues and other appropriately qualified advisers, with clear scoping, privilege management, reporting, budget control and local law input where required.
Limitations / restrictions	US law advice must be provided by appropriately qualified US lawyers. Local filing, court representation, securities filings, regulated financial advice and specialist US regulatory submissions should be separately scoped.

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