

RM6374 Legal Panel for Public Sector

Lot 2: Focused Legal Support

Lot 4: Projects and Complex Advice Including PPP

Lot 5: Transport and Rail

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For the purposes of the **Lot 2: Focused Legal Support Digital Tool** – Ashurst Perkins Coie has leading expertise on complex regeneration schemes, including CPO, planning, real estate, construction, vires and public procurement.

Supplier Introductions

Ashurst Perkins Coie is a leading global law firm with a prestigious client base, recognised for its unwavering commitment to excellence, innovation and client service. The firm's in-depth understanding of its clients and commitment to providing exceptional service has seen it become a trusted adviser to governments, local and global corporates and financial institutions across all areas of commercial law.

Ashurst Perkins Coie has 52 offices across 23 countries. With over 950 partners and more than 3,300 lawyers working across 11 different time zones, Ashurst Perkins Coie offers the reach and insight of a global firm, combined with the knowledge and understanding of local markets. We have a reputation for successfully managing large and complex, multi-faceted transactions, disputes and projects in both the UK and overseas, and delivering integrated solutions that provide strategic value for clients. Our focus is on getting to the heart of clients' commercial goals, and we strive to go beyond matters of the law to deliver practical, holistic solutions.

A truly full-service offering for public sector clients

Ashurst Perkins Coie offers leading expertise across the specialisms included in this prospectus, covering [Lot 2: Focused Legal Support](#), [Lot 4: Projects and Complex Advice Including PPP](#) and [Lot 5: Transport and Rail](#), bringing together multi-disciplinary teams to deliver integrated, end-to-end support to public sector clients. We advise across the full public sector, including central government, regulators, local authorities, development corporations and trusts. Operating as one cohesive team, we align capabilities across disciplines to provide a consistent, efficient and high-quality service throughout the duration of a mandate.

We have advised public sector clients on many high-profile, complex and high-value mandates, drawing on deep experience across diverse practice areas. Our work spans energy and infrastructure projects, planning and real estate, transport and rail, dispute resolution and litigation, public law, restructuring and insolvency, procurement and subsidy control, data protection and information technology, environmental, tax and employment and pensions, ensuring that complex, cross-cutting issues are addressed with precision and speed. This track record reflects our ability to mobilise the right expertise at the right time, delivering practical solutions tailored to each mandate.

What buyers can expect when they work with Ashurst Perkins Coie

Ashurst Perkins Coie is deeply committed to its longstanding relationships with public sector clients, which are recognised as a strategic priority for the firm. This ensures that public sector matters receive the highest level of attention, particularly in relation to resourcing and conflicts. Our client relationship partners are personally responsible for upholding this priority, ensuring that all mandates are appropriately resourced and managed.

Clients who choose to work with Ashurst Perkins Coie can expect a seamless and bespoke service, with their objectives placed at the forefront of every engagement. Our approach is both proactive and strategic, combining technical legal excellence with a clear focus on achieving the best possible outcomes. We are committed to transparent communication, timely delivery, and the cultivation of long-term relationships built on trust and mutual respect.

What sets Ashurst Perkins Coie apart from other suppliers

Ashurst Perkins Coie has a longstanding history of advising public sector clients on large-scale mandates, including politically sensitive matters that demand discretion and a deep understanding of the strategic priorities and nuances involved. We have experience working with a wide array of stakeholders and understand the various drivers that influence their views. Another key differentiator is our well-known, collaborative culture – we work as one firm and one team.

We are committed to delivering value and efficiencies to clients through appropriate staffing ensuring that the right people are deployed at the right level and at the right time, while maintaining access to senior expertise where it adds greatest value. We make effective use of technology and established processes to streamline routine and administrative tasks, improve collaboration and reduce duplication, enabling our lawyers to focus on the issues that require their expertise and judgement.

Team Structure

RM6374 Supplier Relationship Managers and Lot Leads

Harvey Weaver and **Sam Outtridge** are personally responsible for managing the overall public sector relationship at Ashurst Perkins Coie and are the RM6374 Supplier Relationship Managers. They also serve as the leads for **Lot 4: Projects and Complex Advice Including PPP**.

Trevor Goode and **Henry Moss** serve as the leads for **Lot 2: Focused Legal Support**, and **Terry van Poortvliet** serves as the lead for **Lot 5: Transport and Rail**.

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Core Team

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Ability to draw on further resources

Our core team under this panel offer strength and depth and broad expertise across public sector mandates. In addition to an impressive pool of lawyers, you will also have access to legal project managers, practice resource managers, legal analysts, digital toolkits, legal process improvement specialists and alternative resourcing options. These resources are designed to support efficiency, seamless delivery, scalability and the delivery of matters within budget.

Social Value

As set out in our UK Carbon Reduction Plan and Responsible Business Report, Ashurst Perkins Coie has approved science-based emissions reduction targets in the UK and Australia and is committed to achieving Net Zero by 2050, in line with the UK Government's target. To progress against our climate goals, we have implemented a range of initiatives:



Sourcing 100% of purchased electricity from renewable sources through Renewable Energy Certificates and supplier emissions rates.



Sustainable workplace projects, such as refurbishing offices with a strong emphasis on recycling, reusing materials and energy efficiency.



Working closely with our catering team on a number of initiatives, including eliminating disposable items from the canteen, serving more sustainable food and running engagement events.



Actively engaging with our suppliers to improve the quality of emissions data and encourage the adoption of science-based targets, recognising that nearly half of our GHG inventory comes from purchased goods and services.



Sponsoring Bog Farm, a nature restoration project in Kent focused on regenerative agriculture and improving biodiversity. Its proximity to our London office enables our staff and local communities to engage with nature-based solutions to the climate crisis.



Launched in partnership with urban farming specialists, we have set up a composter in our London basement to divert kitchen food waste to a composter, using the resulting compost to grow herbs and mushrooms for our lunches.



Climate fluency training and tailored sustainability content relating to specific practice groups to deepen employee understanding of key environmental and sustainability challenges and opportunities.

Ashurst Perkins Coie is committed to transparently reporting its progress by participating in the Carbon Disclosure Project and EcoVadis.

Our commitment to fighting climate change is reflected in our award-winning pro bono practice. Recent highlights include:

- Supporting a [major international humanitarian organisation](#) with its first venture into the voluntary carbon market, through reviewing draft partnership agreements.
- Working with [Legal Response International](#) on capacity building in relation to UNFCCC climate negotiations.
- Assisting the [Chancery Lane Project](#) to develop and incorporate climate-friendly language into legal clauses.

UK Carbon Reduction Plan
(accessible by [clicking here](#))

Social Value

Both legacy Ashurst and Perkins Coie have strong and enduring commitments to diversity, inclusion and opportunity (DIO) for all. Both firms have invested in bringing these commitments to life and experienced the value that these investments bring to our clients, our people and the legal profession.

As Ashurst Perkins Coie, we are moving forward with strategic intent and collective purpose in advancing these commitments. We are building on the progress of each firm and developing a global strategy that demonstrates value for every individual, embraces the power of our differences, and recognises excellence in all its forms. By fostering a safe and respectful environment where everyone can thrive, we will continue to differentiate ourselves in the marketplace. This commitment is not just about where we stand today, it is about where we are going together. It will remain a powerful source of strength in service to our clients, our colleagues and the legal profession.

We focus on six DIO strands, which our networks align to: Gender Equality, Caring Responsibilities, Social Inclusion and Mobility, LGBTI+ Inclusion, Multiculturalism, and Disability and Wellbeing.

Some examples of our social value initiatives include:

Respect@AshurstPerkinsCoie

We have deployed compulsory Respect@AshurstPerkinsCoie training across our offices to ensure our people understand the standards of workplace behaviour expected of them, their responsibilities in preventing sexual harassment and how to raise or respond to concerns.

Workplace adjustments passport

Available to all employees protected by disability discrimination legislation. We take account of a person's specific requirements due to a disability, wherever they may be working, by keeping a record of required adjustments.

Access Ashurst Perkins Coie

This UK-based award-winning scheme offers disadvantaged Year 12 students the opportunity to learn more about a career in law through work shadowing, skills workshops and mentoring.

Network Leads Capability Building Programme

Our programme is designed to empower network leaders with consistent capabilities, high-impact leadership and practical skills for sustainable and inclusive network leadership.

Refreshed global wellbeing strategy

Our strategy is grounded in research, informed by data and aimed at systemic impact, with three pillars: Leadership, Ways of Working, and Skills and Tools. We are committed to enabling each individual's career progression while supporting meaningful work-life balance. An adaptable, trauma-informed framework helps us identify when people are unwell and provide the support they need.

Wellbeing support

Access to Champion Health, a one-stop shop for health and wellbeing information, was rolled out to all legacy Ashurst employees in March 2025. This is complemented by ComPsych, our global Employee Assistance Programme (EAP), onsite counselling support and dedicated menopause support through Peppy, providing employees with access to confidential and specialist wellbeing services.

UK Race Action Plan

We have enhanced our recruitment, training and action planning to support the attraction, recruitment, retention and advancement of ethnically diverse employees. Our approach has been recognised through being shortlisted for the 2026 Ethnicity Awards Outstanding Employer category, assessed against the Investing in Ethnicity Maturity Matrix, which is endorsed by the Governance and Inclusive Leadership APPG and benchmarks organisations' progress in ethnic inclusion.

Global parental leave policy

Our market-leading parental leave policy provides each parent at Ashurst Perkins Coie with 26 weeks of paid leave and an additional 26 weeks of unpaid leave, regardless of whether they are the primary or secondary carer. Through FamilyCare, we recognise diverse family structures and the different routes to becoming a parent, alongside support for fertility treatment.

Assimilated Law

Lot 5

Overview

We have considerable experience in dealing with EU law and assimilated law. This experience includes areas such as competition, public procurement, international trade, consumer, employment, environment, financial services, company law and economic regulation.

Case Studies

- **National Highways and DfT** on international trade law matters relating to the Lower Thames Crossing project, which will utilise a Regulated Asset Base (RAB) structure. The project will feature 23km of new roads, including 4.2km twin tunnels running beneath the River Thames, aiming to significantly reduce congestion at the Dartford Crossing.
- **Tate & Lyle Sugars**, an interested party in judicial review proceedings brought by British Sugar against the Secretary of State for International Trade, challenging an annual autonomous tariff rate quota for raw cane sugar as part of the UK Global Tariff. The High Court ruled in favour of the Tate & Lyle and Secretary of State position that it is neither an unlawful State aid nor subsidy.
- **Department** on State aid risks arising when franchise agreements were varied in response to the COVID-19 emergency. We advised on the assessment of the impact of the changes on the compensation arrangements and ensuring compliance with the requirements under Regulation 1370/2007. The work extended, in some cases, to preventing insolvency of TOCs, including advice on implementing measures in compliance with State aid law. We supported the Department in discussions with BEIS, the preparation of a statement to the EU Commission, subsequent negotiation with the EU and successfully obtaining EU State aid approval.
- **Department** on State aid in relation to the procurement of airbridges between Great Britain and Northern Ireland during the first national lockdown. We supported the Department in preparing a statement to the EU Commission, subsequent negotiation with the EU and successfully obtaining informal EU State aid approval. We assisted the Department in the successful resolution of a threatened judicial review claim by Belfast International Airport against the Northern Ireland Department for Infrastructure in respect of financial support granted to Belfast City Airport.

Competition Law

Lots 4 and 5

Overview

Our team is highly experienced across the full suite of competition law issues, including merger control, cartels / anti-competitive agreements, abuse of dominance, market / sector investigations, competition litigation, consumer law, state aid, public procurement, foreign direct investment and trade law, together with sector-specific regulation across a range of regulated industries.

Case Studies

- **Royal Bank of Canada** in relation to an investigation by the CMA into alleged collusive conduct in the UK gilts market.
- Class representative on behalf of **UK Government entities and other organisations** in an ongoing £650 million collective action against Motorola in relation to the supply of radio communications services for emergency services.
- Regulation and contractualisation of access in the context of the **Williams Review**. We provided detailed analyses of the relevant provisions of EU law governing access to railway infrastructure.
- **DfT and Crown Shareholder** on the EU Merger Regulation filing regarding the DfT's shareholding in National Air Traffic Control Service.
- **Department of State** in discussions with BEIS on the preparation of a statement to the EU Commission, subsequent negotiation with the EU and successfully obtaining EU State aid approval to support the prevention of insolvency of TOCs.
- **Brookfield** on the sale of Freightliner's intermodal logistics business in the UK to CMA-CGM, which was successfully notified to the CMA's Mergers Intelligence Committee.
- **ITV plc** on two CMA investigations under the Chapter 1 Prohibition in relation to the alleged exchange of competitively sensitive information.
- **Royal Mail Group** in relation to an abuse of dominance investigation by Ofcom alleging discriminatory pricing, and subsequent appeals to the Competition Appeal Tribunal and Court of Appeal.
- **Application Developers Alliance** in relation to its intervention in support of Google's appeal to the EU General Court and Court of Justice of the European Union against the Commission's infringement decision in connection with the Android operating system.

Construction Law

Lot 4

Overview

We work across real estate, infrastructure and development sectors, including logistics, data centres, telecoms and student accommodation. We have deep familiarity with, and experience of, all forms of procurement and work daily with bespoke contracts as well as NEC, JCT, FIDIC, design-build, turnkey models and incentive contracts.

Case Studies

- **Great British Energy – Nuclear** on the construction law aspects of the delivery of its programme of small modular reactors (SMRs) for nuclear energy generation in the UK.
- **TfL** on the construction law aspects of several over station and build over developments. We are also advising on the £1.1 billion redevelopment of the British Library, which includes safeguarding space for potential Crossrail 2 infrastructure.
- **DLR** on the northern sidings scheme at the Beckton depot in East London. Following the administration of Buckingham Group, we are advising DLR on the negotiations of the NEC contract for the replacement contractor for these works that will support the introduction of the new fleet of trains.
- **HS2** on the procurement of nine rail systems packages for Phases 1 and 2a of the HS2 project (including track, OCS, signalling, power, communications and EMS) and the key systems subcontracts (switches and crossings and slab track).
- **East West Rail** on the core aspects of their development and delivery of proposals for a strategic railway connecting East Anglia with Central, Southern and Western England, and in particular, the development and operation of a new line linking Oxford and Cambridge.
- **DESNZ** on the carbon capture, usage and storage (CCUS) programme. Our work has included carrying out construction due diligence on all projects achieving close as part of this programme on behalf of DESNZ, working closely with technical advisers.
- **Ofwat** on the procurement of the Haweswater Aqueduct Resilience Programme (HARP) by United Utilities using the Direct Procurement for Customers (DPC) model.

Contracts

Lot 4

Overview

Ashurst Perkins Coie advises on all types of public sector contracts, including model services contracts and bespoke complex commercial contracts, as well as all types of public procurement processes, acting for both clients and service providers across multiple sectors and jurisdictions. We provide end-to-end support for the full contract lifecycle, from drafting and negotiation to contract management, restructuring and supplier transitions. Our expertise covers the supply of goods and services, outsourcing, manufacturing, agency, distribution, concessions, shared services and joint ventures.

Case Studies

- **UK Government** on the design, implementation and operation of various commercial contracts for the deployment of the UK Government's emergency financial response to the COVID-19 emergency. This was a complex and urgent tender process for the design, delivery and administration of each of the Emergency Loan Schemes (Future Fund, CBILs, CLBILs, BBLs and Recovery Loans). We designed and delivered the procurement process for each Scheme in close collaboration with British Business Bank, and drafted all agreements for the design, development and outsourced administration of the Schemes.
- **Post Office** on the procurement and contractual negotiations, including competitive dialogue, to replace the Horizon platform and to reflect in the contractual terms the outcome and learnings from the Common Issues Judgment.
- **A regulator** on drafting and negotiating an agreement for the urgent appointment of a firm to oversee and report on a regulated company's compliance with legal and regulatory standards, including advising on the competitive tender process.
- **Start-Up Loans Company** on the re-procurement of its national network of brokerage partners for its government-backed small business financing support products.
- **A global financial services company** on designing and delivering an end-to-end supplier contract remediation programme to vary up to 10,000 contracts to comply with changes in regulation, which included drafting the variations and detailed playbooks to support negotiations.

Dispute Resolution and Litigation Law

Lot 5

Overview

We represent public sector clients and major global companies on their most significant disputes and investigations. Avoiding a dispute or preventing one escalating is often the objective and, to this end, our team is experienced in alternative dispute resolution, as well as acting in national courts or before specialist tribunals.

Case Studies

- Class representative on behalf of **UK Government entities and other organisations** in an ongoing £650 million collective action against Motorola in relation to the supply of radio communications services for emergency services.
- **London Underground** in two separate cases by Hitachi Rail and Bombardier (joint venture) and Alstom Transport UK Limited arising out of the £2.5 billion procurement for new trains for the Piccadilly, Central, Bakerloo and Waterloo and City lines. We carried out a complex disclosure process and prepared significant volumes of complex factual and expert evidence.
- **TfL and DLR** on all of their major commercial activities for over 25 years. This has involved members of our team working closely with the TfL and DLR safety teams to structure its contracts and key safety interfaces with other train operators and infrastructure managers to ensure they are robust from a safety and operational perspective.
- **A UK-headquartered rail transportation company** in a dispute, including interim injunction proceedings, with a leading European rail vehicle manufacturer. The dispute concerned the client's maintenance network and involved complex issues of procedural, contract, competition and criminal law.
- **The Official Receiver as liquidator and Special Managers on the Thomas Cook Group liquidation.** We handled several high-profile court applications and advised on a multitude of commercial disputes from international aviation regulation to judicial review, and also undertook a special investigation into the status of over 5,000 personal injury claims that were brought prior to liquidation.

Employment Law

Lot 5

Overview

Our global employment team delivers incisive legal advice and pragmatic solutions to multinational clients on all aspects of employment law. We advise across all advisory, transactional and contentious HR issues.

Case Studies

- **Williams Review** with respect to a list of possible 'Rail Industry Reforms' provided by the Williams Review team. Our employment team assisted the Williams Review team by analysing the reforms under consideration (i) from an industrial relations ("IR") perspective, rating the likely IR implication and risks for each specific reform and (ii) from a "Revenue Risk and IR" perspective looking at the interplay between revenue risk and IR issues.
- **East West Rail** on employment advisory issues, including supporting on employee relations issues, investigations, tribunal litigation, data subject access requests and providing contractor IR35 advice. The team has also supported on wider structuring issues, advising on potential trade union recognition and on workforce change, including advising on a large-scale organisational restructuring project.
- **TfL** with respect to employment law support across a number of projects, including TUPE issues associated with the operation and maintenance contract for London Cable Car and the employment issues arising out of the re-franchising of the DLR.
- **Mobico Plc** in relation to board level advisory issues and assistance with HR-related investigations and employee exits.
- **A global transport business** in relation to a sensitive whistleblowing investigation involving allegations of harassment. We supported on the investigation and then provided advice on subsequent disciplinary processes and litigation in the UK Employment Tribunal.
- **Stagecoach** in relation to the employment and TUPE aspects of its bids for the Liverpool, South Yorkshire, West Midlands and West Yorkshire bus franchises.

Environmental Law

Lot 5

Overview

Ashurst Perkins Coie's London environment team is best known for advising on projects, transactions and litigation, with particular expertise in sustainability and climate change, as well as energy transition projects.

Case Studies

- **Great British Energy – Nuclear** on the environmental law aspects of the delivery of its programme of small modular reactors (SMRs) for nuclear energy generation in the UK.
- **DESNZ** on the environmental law aspects of its carbon capture, usage and storage (CCUS) and low carbon hydrogen production programmes.
- **UK Government** on its efforts to help safeguard the future of British Steel and on its agreement with Tata Steel to invest in Port Talbot by providing a grant worth up to £500 million for a new Electric Arc Furnace for greener steel production.
- **UK Government** on significant environmental issues in connection with the successful sale of the business and assets of British Steel (in liquidation), including environmental permitting and legacy contamination.
- **Renewi** on its divestment of its UK municipal business, comprising of five long-term waste treatment contracts with local councils, to Biffa Limited.
- **Swiss Life Asset Management and Schroders Greencoat** on their purchase of a portfolio of district heating and cooling networks across the UK from Equans Holding UK Limited. The portfolio comprises networks serving communities across the UK.
- **Equitix** on the purchase by Iberdrola S.A. of 88% of the share capital of North West Electricity Networks (Jersey) Limited, the holding company of UK electricity distribution company, Electricity North West Limited.
- **Sosteneo** on the acquisition of a near-operational 100MW battery energy storage system and an early-stage 249MW battery energy storage system, both in South-East England.

Health and Safety

Lot 5

Overview

Our environment and safety practice advises clients on health and safety governance, compliance and incidents, and acts for them on investigations and litigation. We have particular expertise with companies operating in high-risk environments and regularly advise boards of directors and senior management teams.

Case Studies

- **DLR** on the allocation of safety roles under legislation, including consultation with the ORR.
- **Transport for Greater Manchester** on a “root and branch” review of health and safety matters.
- **Global rolling stock owners** in a major incident following the identification of potentially forged safety certification for new trains on the public railway.
- **A transport client** in connection with a fatal accident, including advising on the police investigation, coroner's inquest and contractual claims.
- **A transport client** in connection with a fatal accident, including carrying out a fact-finding investigation and advising on the coroner's inquest.
- **A transport client** in connection with the investigation into a fatal accident, including fact finding and handling regulatory investigations.
- **A foreign government** on a road safety investigation following a serious road traffic incident.
- **An infrastructure client** on health and regulatory matters in connection with its PFI contract.
- **A listed UK company** on conducting an investigation, following a serious health and safety incident.
- **An infrastructure manager** in connection with the fact-finding investigation and statutory appeal against two enforcement notices.
- **A developer client** in relation to electromagnetic fields emitted by telecommunication masts.

Information Law Including Data Protection Law

Lot 5

Overview

We cover all aspects of data protection and information law from advising on UK, EU and international data protection compliance, international data transfers, transparency obligations, data requests, and the full scope of Freedom of Information and Environmental Information legislation for both public and private sector organisations throughout the UK.

Case Studies

- **DfT** on the potential to reduce the FOIA and data requirements in the National Rail Contracts (NRC).
- **KeolisAmey** on specialist data protection (including GDPR) advice covering presentation of data collected by operations / infrastructure activities, access requests, duties of DPOs and regulatory / ICO compliance. Our role also included negotiating the first franchise agreement data protection drafting post GDPR and providing training on FOIA.
- **A UK train operator** on the data protection and information governance aspects of its journey to become a train operator, including establishing a robust, scalable data protection programme and toolkit for handling large quantities of personal data, advising on GDPR requirements, personal data breaches and lawful bases for processing, and supporting the in-house team on FOI requests, reviews and ICO complaints. This has provided the client with a compliant foundation for managing personal data responsibly as the business grows.
- **A local government transport body** on the legal response to a cyber attack, which included liaising with the ICO and other regulators, drafting communications to affected data subjects, and advice on legal privilege, witness protection and board governance. We fielded a combined team of legal and risk consultants, enabling us to assist the client with both the legal and risk aspects of a cyber attack and ultimately help it get back up and running while meeting its legal obligations.

Information Technology Law

Lot 5

Overview

Ashurst Perkins Coie offers market-leading IT law expertise across digital transformation, strategic sourcing, AI and emerging technology, and complex IT infrastructure. We support clients in the procurement and use of both emerging technologies and underlying IT infrastructure, providing practical, commercial solutions and global regulatory guidance. Our multidisciplinary approach ensures tailored advice across sectors, enabling innovation and compliance worldwide.

Case Studies

- **A rail company** on the overhaul and improvement of its key master procurement contract template for use in technology procurement contexts.
- **Hitachi Rail** on (i) the global integration of the IT systems of a recently acquired group of entities with its own IT systems, (ii) the restructuring of its procurement contracts with key suppliers of services and parts and (iii) the development of template subscription contracts for its AI-powered intelligent digital asset management monitoring and analytics platforms which monitor train and rail infrastructure.
- **Boldyn Networks** on its 20-year TfL concession for the roll-out of 4G across the London Underground and improved fibre connectivity across London, including the negotiation of wholesale services framework agreements with MVNOs.
- **Low Carbon Contracts Company** on the multi-vendor re-negotiation of agile software development services for a nationally significant IT system, set against the backdrop of restrictions imposed by the UK Procurement Regulations.
- **Post Office** on the digital transformation programme to replace the Horizon platform, including reflecting the outcomes and learnings from the Common Issues Judgment.
- **BEIS and British Business Bank** on the design, development and administration of the Future Fund and the COVID-19 emergency loan schemes, including the sourcing of an end-to-end technology solution for processing applications, administering accounts and providing helpdesk support for remote access.
- **DXC** on the procurement of IT infrastructure and back-office services in relation to the Department for Work and Pensions Universal Credit regime.

Insurance and Reinsurance

Lot 5

Overview

Our insurance and reinsurance practice provides an innovative and commercial service, underpinned by our lawyers' deep understanding of key markets and applicable regulatory frameworks across numerous jurisdictions. We work with clients to develop, implement and audit insurance strategies and arrangements for major projects, mergers and acquisitions, and general corporate risks.

Case Studies *(includes case studies from a previous firm)*

- **DESNZ** on insurance regulation advice in the context of its carbon capture, usage and storage (CCUS) programme.
- **HM Treasury** on aspects of the Thames Tideway Tunnel project, including coverage, negotiations with Munich Re, risk assessments and complexities of binding risk with reinsurance "tower."
- **The Official Receiver and Special Managers of Thomas Cook Group** on the auction sale of its captive insurance company. Our advice included drafting and negotiating the transaction documentation, undertaking vendor due diligence, assisting in responding to Q&A from bidders and coordinating the auction process from a legal perspective.
- **Chesnara** on i) the acquisition of Sanlam Life & Pensions UK, a specialist provider of insurance and long term-savings products in the UK and ii) a longevity reinsurance agreement with Bermudian reinsurer, Monument Re.
- **Guardian** on a synthetic financial reinsurance arrangement provided by Scottish Friendly. The reinsurance will be repaid out of the income stream from Guardian policies. The financing will be used to fund Guardian's continued expansion, systems development and development of new products.
- **J.C. Flowers & Co** on i) the acquisition of Ariel and ii) its portion of an US\$800 million investment alongside Qatar Investment Authority, Oak Hill Capital, CDPQ, Enstar Group, Stone Point Capital and the initial managers in Inigo, a new insurer in the Lloyd's of London market.
- **Pacific Life Re** on a Solvency II compliant ancillary own funds structure to support its Solvency Capital Requirement. The ancillary own funds are approved by the PRA and in the form of unpaid, guaranteed share capital.

Intellectual Property Law

Lot 5

Overview

Ashurst Perkins Coie's IP practice offers deep experience across non-contentious and contentious IP matters. We regularly advise in relation to patents, copyright, trademarks, knowhow and trade secrets, confidential information, database rights and design rights. We cover complex licensing and transfer structures, research and development arrangements, IP due diligence, securitisation, commercialisation, freedom to operate and enforcement.

Case Studies

- **Williams Review** on the IP aspects of the proposed new approach to branding across the industry, and KeolisAmey on the joint customer-facing brand adopted by Transport for Wales and the franchisee, including detailed analysis of trademark use, the allocation of branding risks and controls between the parties, and the development of collective brand guidelines.
- **The Liquidators of the Thomas Cook Group** with respect to an audit of the Group's IP portfolio and negotiating IP assets.
- **UK Government** on its c. £600 million investment in small modular reactors (SMRs) as part of its wider energy securitisation strategy. Advised on due diligence of significant patent portfolios, IP licensing arrangements and IP as security.
- Investment in **a multinational antivirus software firm**. The project included chain of title issues relating to ownership of IP in software source code and AI-generated materials.
- **An investor** in relation to the licensing of patented ophthalmological products to an overseas third-party for the further development, manufacture and distribution of the product across Asia.
- **A financial services business** on alleged trademark infringement and prospects of successful litigation, sending cease and desist letters and negotiating a settlement agreement.
- **A leading software services provider** on a cross-jurisdictional copyright infringement investigation in relation to copyright in software code. Acted for the customer and negotiated a successful settlement to avoid escalation.

International Law

Lot 5

Overview

We provide expert legal counsel on the full spectrum of public international law to governments around the world. This includes complex questions of sovereign immunity, compliance with international regulations, legal frameworks for international cooperation and institutions, exercise of state sovereignty over territories and natural resources, human rights, treaty negotiations, as well as dispute resolution and proceedings before international courts and tribunals.

Case Studies

- **UK Government** on its obligations under bilateral investment treaties.
- **An Eastern European State** in its successful defence against claims under a bilateral investment treaty and the UNCITRAL Rules, with an amount in dispute in excess of US\$1.5 billion, concerning a large resources infrastructure project.
- **A European State** in its defence against claims under a multilateral investment treaty, with an amount in dispute in excess of US\$5 billion, concerning a large energy infrastructure project.
- **A Middle Eastern State** with regard to public international law questions arising in the context of ILO complaint proceedings.
- **The Foreign Embassy of an Eastern European State** on public international law treaties, State ownership rights and sovereign immunity issues.
- **A State** on an investment arbitration proceeding relating to a recreational property development project worth US\$1.1 billion under a public international law treaty.
- **A State** on an investment arbitration proceeding relating to a US\$250 million construction dispute under a public international law treaty.
- **A State** in various actions, including bilateral investment treaty claims relating to the revocation of mining concessions issued in respect of an iron ore mine.

Litigation and Dispute Resolution

Lot 4

Overview

We represent public sector clients and major global companies on their most significant disputes and investigations. Avoiding a dispute or preventing one escalating is often the objective and, to this end, our team is experienced in alternative dispute resolution, as well as acting in national courts or before specialist tribunals.

Case Studies

- Class representative on behalf of **UK Government entities and other organisations** in an ongoing £650 million collective action against Motorola in relation to the supply of radio communications services for emergency services.
- **London Underground** in two separate cases by Hitachi Rail and Bombardier (joint venture) and Alstom Transport UK Limited arising out of the £2.5 billion procurement for new trains for the Piccadilly, Central, Bakerloo and Waterloo and City lines. We carried out a complex disclosure process and prepared significant volumes of complex factual and expert evidence.
- **TfL and DLR** on all of their major commercial activities for over 25 years. This has involved members of our team working closely with the TfL and DLR safety teams to structure its contracts and key safety interfaces with other train operators and infrastructure managers to ensure they are robust from a safety and operational perspective.
- **A UK-headquartered rail transportation company** in a dispute, including interim injunction proceedings, with a leading European rail vehicle manufacturer. The dispute concerned the client's maintenance network and involved complex issues of procedural, contract, competition and criminal law.
- **The Official Receiver as liquidator and Special Managers on the Thomas Cook Group liquidation.** We handled several high-profile court applications and advised on a multitude of commercial disputes from international aviation regulation to judicial review, and also undertook a special investigation into the status of over 5,000 personal injury claims that were brought prior to liquidation.

Pensions Law

Lot 5

Overview

Ashurst Perkins Coie's UK pensions practice advises on complex aspects of pensions law in relation to defined benefit and contribution pension schemes.

Case Studies

- **Great British Energy – Nuclear** on a number of complex pensions matters, including helping to establish a new pension scheme.
- **DLR** on the pensions aspects of the refranchising of the DLR, one of TfL's most significant rail-related procurements, which involved a public procurement process to select a new franchisee. We advised on all aspects of the procurement, continuing a track record of advising DLR on its landmark commercial matters.
- The pensions aspects of a mandate in the **UK water sector** concerning a nationally significant water company in relation to financial difficulties.
- **The Trustee of the Dartford River Crossing Pension Scheme**, a longstanding client of the UK pensions team, on the day-to-day ongoing pension issues with a particular current focus on the equalisation of guaranteed minimum pensions.
- **Babcock International Group** in relation to pensions issues on a number of matters involving transfers of employees to and from the public sector, including advising on Fair Deal and New Fair Deal issues.
- **Volac International** on the pensions aspects of a suite of commercial supply, distribution and services agreements in connection with (i) the separation of Volac's milk replacer business from its whey nutrition and animal nutrition product business into two separate new milk replacer entities in the UK and ROI (the MNCo's); and (ii) the sale of both MNCo's to a third-party buyer, Denkavit.

Planning Law

Lots 2, 3 and 5

Overview

Our top tier planning practice represents a range of clients, including the UK Government, Homes England, development corporations, local authorities, developers and financial institutions, on complex, large-scale development projects covering EIA, CIL, section 106 negotiations, planning policy and local plans, delivery of infrastructure, statutory orders, including TWAOs, CPOs and DCOs, appeals, judicial reviews and statutory challenges, and compensation claims before the Upper Tribunal (Lands Chamber).

Case Studies

- **Great British Energy – Nuclear** on the land planning strategy for the delivery of first-of-a-kind small modular reactor (SMR) projects in the UK.
- **Greater London Authority and TfL** on a number of major regeneration projects delivering housing, schools, new roads and stations, and associated infrastructure. Work includes advising on the formulation of planning policy, land assembly, including CPOs and compensation, the determination of planning applications, drafting and negotiating section 106 agreements, advising on CIL and dealing with court challenges. Projects include Earls Court, Thameside West, Bishopsgate Goods Yard and Westferry Printworks.
- **Old Oak and Park Royal Development Corporation**, a Mayoral Development Corporation of the GLA, on a project comprising of 90 acres of brownfield land surrounding a new Old Oak Common station, where HS2 and the Elizabeth Line will intersect. We are advising on the planning strategy, formulation of a site-wide masterplan and acquisition of land, including the promotion of a CPO.
- **Greater Manchester Combined Authority** on the strategy of the Old Trafford Regeneration Area, including land assembly and potential CPO for the new Manchester United football stadium.
- **Worcestershire County Council** on securing planning permission and a CPO for Worcester Parkway Station.
- **Amey Infrastructure Wales, Amey and Keolis** on the planning, land assembly and statutory consenting aspects of the £5 billion Wales and Borders franchise, including the promotion of a TWAO.
- **DESNZ** on the carbon capture, usage and storage (CCUS) programme, including drafting and negotiating relevant legislation, codes, licences and commercial contracts and analysing the existing regulatory environment.

Project and Asset Finance

Lot 4

Overview

We are a first-class global project development and finance team, highly active across the global energy, renewables and infrastructure markets. We have advised all market participants, comprising financiers (including ECAs), governments and sponsors, on their project financings and project financed assets. As a result, we have a 360-degree view of the market – particularly in relation to bankability, development and construction issues and risks.

Case Studies

- **DESNZ** on the carbon capture, usage and storage (CCUS) programme, developing the first-of-a-kind carbon capture and transport and storage business models for private sector investment. We have closed five to six projects, including the UK's first carbon capture-enabled cement plant at Padeswood, developed by Heidelberg Materials UK, and one of the world's first full-scale carbon capture-enabled waste-to-energy facilities at Protos in Ellesmere Port, developed by Encyclis (and utilising project finance).
- **DESNZ** in relation to the Sizewell C nuclear project, including legal advice and support on ongoing discussions and negotiations with the Sizewell C company and its shareholders in relation to the project and financing terms.
- **Great British Energy – Nuclear** on the delivery of its programme of small modular reactors (SMRs) for nuclear energy generation in the UK, and related co-development investment funding.
- **NatWest Markets (and a group of 11 other lenders)** on the £1.2 billion refinancing of the Greencoat UK Wind Plc portfolio.
- **The lenders to Atlantic Green** on the successful development and £152 million financing of the Cellarhead battery energy storage system (BESS) project, the largest single BESS assets to be financed in the UK market to date.
- **The commercial lenders** on a set of sustainability-linked corporate facilities for Sonnedix's global solar business.
- **abrdn Global Sustainable Infrastructure Partners IV GP and The Circular Economy Developments** on a greenfield anaerobic digestion plant project in Deeside, the first project-financed anaerobic digestion project carried out in the UK, and involving fund finance, senior debt and mezzanine debt from different third-party funders.

Projects and Transactions

Lot 4

Overview

Ashurst Perkins Coie's projects team is a world-class project development and finance practice, regularly acting on complex projects that are shaping the energy, resources and infrastructure sectors globally. Our team is highly active on landmark and first-of-their-kind matters, demonstrating our expertise and leadership in the industry.

Case Studies

- **National Highways and DfT** on the Lower Thames Crossing project, which will utilise a Regulated Asset Base (RAB) structure. The project will feature 23km of new roads, including 4.2km twin tunnels running beneath the River Thames, aiming to significantly reduce congestion at the Dartford Crossing.
- **DESNZ** on (i) its carbon capture, usage and storage (CCUS) programme, which involved many years of work with DESNZ, developing the first-of-a-kind carbon capture and transport and storage business models for private sector investment, (ii) the development of the Power Bioenergy with Carbon Capture and Storage (Power BECCS) and greenhouse gas removal (GGR) business models, and (iii) its Hydrogen Allocation Round 1 (HAR1) programme, which put the UK in a leading position internationally, representing the largest number of commercial-scale green hydrogen production projects announced at once anywhere in Europe.
- **DESNZ** in relation to (i) the Sizewell C nuclear project and (ii) the potential extension to the generating asset life of the existing Sizewell B nuclear power plant.
- **Defra** on the construction phase and financing for the £4 billion Thames Tideway Tunnel project.
- **Ofwat** on the £1 billion Haweswater Aqueduct Water Resilience (HARP) project to upgrade the water supply system in North West England, the pathfinder for the Direct Procurement for Customers (DPC) initiative.
- **Great British Energy – Nuclear** on the delivery of its programme of small modular reactors (SMRs) for nuclear energy generation in the UK.

Public Law

Lot 4

Overview

We advise on statutory interpretation, policy development, public consultations, administrative decision-making and challenges. Acting for both decision-makers and challengers gives us insight into the issues which arise and how they can be avoided, managed or overcome. Our advice integrates with other practices, particularly finance and corporate, where we act on disputes where public and administrative law is a key element.

Case Studies

- **DBIST (and previously BEIS)** on the public law aspects of work relating to the UK steel industry, including efforts to help safeguard the future of British Steel and on the use of emergency legislation, the Steel Industry (Special Measures) Act 2025, including concerning environmental matters.
- The public law aspects of a mandate in the **UK water sector** concerning a nationally significant water company in relation to financial difficulties.
- **Great British Energy – Nuclear** on the public law aspects of the delivery of its programme of small modular reactors (SMRs) for nuclear energy generation in the UK, and related co-development investment funding.
- **DESNZ** on the public law aspects of the carbon capture, usage and storage (CCUS) programme. This has involved many years of work with DESNZ, developing the first-of-a-kind carbon capture and transport and storage business models for private sector investment, taking into account the full range of public law issues.
- **DESNZ** on the public law aspects of the low carbon hydrogen programme. This is comparable with our role on the CCUS programme referred to above and has involved a number of years of work with DESNZ, developing the first-of-a-kind low carbon hydrogen and transport and storage business models for private sector investment, taking into account the full range of public law issues.
- **Government of the Turks and Caicos Islands** (a British Overseas Territory) on various public law aspects of the procurement of the redevelopment of Howard Hamilton Airport.

Public-Private Partnerships (PPPs)

Lot 4

Overview

Ashurst Perkins Coie bolsters a highly regarded and well-established PPP / PFI practice. We remain a top tier adviser on the most innovative and complex PPP / PFI projects. We have experience advising central government departments and private sector clients on projects of national importance and strategic significance.

Case Studies

- **Defra** on the £4 billion Thames Tideway Tunnel project, including advice on management of the project to completion of construction work and connection to the network.
- **Ofwat** on the Haweswater Aqueduct Resilience Project (HARP), the first project under the Direct Procurement for Customers (DPC) programme.
- **TfL** on the procurement of its £1.4 billion Silvertown Tunnel PPP project.
- **DLR** on the Woolwich extension PPP, City Airport extension PPP and Lewisham extension PPP.
- **Cross London Trains**, owned by a consortium of Dalmore Capital, Equitix, Innisfree and Siemens (XLT), in relation to the £1.6 billion refinancing of the Thameslink rolling stock PPP.
- **DfT** on the Crossrail project, which included all arrangements with BAA and Heathrow Airport.
- **Department for Education** on the £750 million Priority Schools Building Programme PPP.
- **The financiers** on a suite of new-build student accommodation PPPs, including at the University of Manchester, the University of Birmingham, Durham University and the University of Leicester.
- **Mapeley Estates** on all aspects of its handback arrangements for the STEPS contract between HMRC and Mapeley Estates – the largest PPP project to be handed back to date.
- **Engie** on the University Hospital Birmingham PFI project as part of the Birmingham NHS Foundation Trust.

Public Procurement Law

Lots 2, 4 and 5

Overview

Our team advises on many of the largest and highest profile public procurements in the UK. Our strength lies in advising on the design and conduct of the procurement of nationally significant infrastructure projects. We advise on both contentious and non-contentious matters.

Case Studies

- **Post Office** on the public procurement aspects of the digital transformation programme to replace the Horizon platform.
- **Great British Energy – Nuclear and DESNZ** on major public procurements in connection with the small modular reactors (SMRs) programme, including the technology partner responsible for designing and supplying the SMRs.
- **HS2** on the procurement of 11 separate rail systems packages (including track, HV power, signalling, OHC, line side systems and communications) in relation to Phases 1 and 2A of the HS2 project.
- **TfL** on the procurement of the £2 billion Silvertown Tunnel PPP, including defending a claim challenging the award decision in the High Court.
- **Defra** on the procurement of the £4.2 billion Thames Tideway project.
- **London Underground** on the £2.5 billion procurement of new trains for the Piccadilly, Central, Bakerloo and Waterloo and City lines, including defending two separate claims challenging the award decision.
- **Department for Education and Education Funding Agency** on procurements in connection with the delivery of the £4.4 billion Priority Schools Building programme.
- **DESNZ** on the applicability of public procurement law in relation to (i) its carbon capture, usage and storage (CCUS) programme and (ii) its low carbon hydrogen programme. Both involved many years of work with DESNZ to develop first-of-a-kind business models, taking into account the full range of procurement law related issues.

Rail Commercial Law

Lot 5

Overview

Ashurst Perkins Coie advises on all areas of rail commercial law across the most complex and significant UK rail mandates, including operations, rolling stock and infrastructure development, utilising one of the largest dedicated rail legal teams in the London market.

Case Studies

Rail Franchising / Operations

- **DfT** on:
 - The creation and roll-out of the Emergency Measures Agreements (EMAs) and the Emergency Measures Recovery Agreement to East Midlands, TransPennine and Essex Thameside.
 - The creation of the National Rail Contract.
 - The reorganisation of the Heathrow Express Services, involving complex tripartite operating and franchise arrangements between Heathrow, First Greater Western and the DfT.
- **TfL** on the creation of its franchising model for the DLR and the evolution and roll-out of that model under three franchise competitions.
- **East West Railway** on the development of a bespoke operating model.
- **National Express, Abellio, Keolis and other private sector operators** in connection with over 25 bids for heavy rail franchises in the UK.

Rolling Stock

- **TfL** on all recent high-profile rolling stock procurements, including:
 - TfL / Crossrail on the procurement of the Crossrail fleet.
 - London Underground on procurement of the Deep Tube additional rolling stock.
 - DLR on the procurement of the new rolling stock fleet.
 - Croydon Tram on the procurement of a new tram fleet.
- **KeolisAmey** on rolling stock fleets for the Wales and Borders franchise.
- **The lenders to Corelink** on West Midlands rolling stock financing.

Infrastructure Development

- **Crossrail** on all aspects of the development of the Crossrail project.
- **East West Railway** on all aspects on the development of the new railway.
- **HS2** in relation to the procurement of nine rail systems packages.
- **DLR** on three PPP extensions and three new signalling contracts.

Real Estate and Real Estate Finance

Lots 2, 4 and 5

Overview

We bring an integrated approach to every real estate transaction, managing our client's risk and increasing their execution certainty. We are proud to have advised on some of the largest and most innovative transactions. Ashurst Perkins Coie acts for clients in every part of the sector – financiers, governments, institutions, investors, private equity, developers, contractors, operators and asset managers, which means our team can approach the market from all perspectives.

Case Studies

- **Great British Energy – Nuclear** on the successful purchase of two new nuclear development sites (Wylfa and Oldbury-on-Severn). These were the first sites in the small modular reactors (SMRs) programme for nuclear energy generation, and were acquired in line with a challenging timescale to meet the Government's Civil Nuclear Roadmap.
- **GLA Land and Property, the Greater London Authority's Property Company** on the procurement of a Master Development Partner for the mixed-use regeneration of a 12-hectare site at Royal Albert Dock in East London. This will deliver a dynamic employment hub with new homes, reviving a site derelict since 1981.
- **Old Oak and Park Royal Development Corporation (OPDC)**, a Mayoral Development Corporation of the GLA, on the procurement of a joint venture development partner for the £10 billion regeneration of a 31-hectare site around the new HS2 Old Oak Common Station, London's biggest brownfield site. We also advised on land assembly, including OPDC's landmark partnership with DfT and Network Rail to consolidate land interests into a single unified platform.
- **Places for London, TfL's property company**, on its ground-breaking £1.9 billion joint venture with Barratt to develop 4,000 homes over the next decade on TfL sites across West London. This has unlocked four large sites, with more in the pipeline. Our cross-practice team has advised on real estate, planning, construction, corporate, procurement, environment and tax.
- **TfL and Crossrail** on the development and letting of seven over-station developments above Elizabeth Line stations, including the 285,000sq ft One Oxford Street development with Derwent London and the 220,00sq ft Hanover development with Great Portland Estates.

Regulatory Law

Lot 5

Overview

Ashurst Perkins Coie has extensive experience across all areas of rail regulation, working together with both the public and private sectors. We have been at the forefront advising on the development of the wide-ranging reforms to existing rail industry structures as contemplated by the Williams-Shapps Plan for Rail, together with potential avenues for their implementation and their consequential impacts.

Case Studies

Regulatory law and rail reform: our advice to the UK Government on the Williams Review and subsequently in relation to the Rail Reform programme has spanned the breadth of rail industry legislation and regulation, including:

- **Regulation and contractualisation of access:** providing detailed analyses of relevant aspects of UK and EU law governing access to railway infrastructure and their implications.
- **ORR's functions:** significant experience advising in relation to the roles and functions of the ORR, including consideration of ORR's various existing functions in relation to each of safety, competition, consumer protection, licensing and regulation of Network Rail.
- **RDG, Transport Focus and other rail industry bodies:** on the structure, functions and legal and contractual framework surrounding industry bodies, and how this might be changed in order to implement rail reform.
- **Network Code, CAHA and other industry arrangements:** a holistic understanding of the arrangements forming the current industry structure, and the interdependencies and consequential impacts between such arrangements (including the Network Code, CAHA, TSA, and other arrangements between industry participants deriving from applicable legislation, regulation and contractual requirements).
- **Other rail regulatory law:** advised across the breadth of rail legislation and regulation: HS2 on analysis and application of High Speed Rail (London – West Midlands) Act 2017 (Phase 1), High Speed Rail (West Midlands – Crewe) Act 2021 (Phase 2A) (HS2 Acts), Railways and Other Guided Transport Systems (Safety) Regulations Act 2006, The Railways (Access, Management and Licensing of Railway Undertakings) Regulations 2016 and Retained EU Law (Second and Fourth Railway Packages) in developing a contractual framework and responsibility allocation compatible with all regulatory constraints.

Restructuring and Insolvency

Lot 5

Overview

The Ashurst Perkins Coie restructuring and insolvency team is one of the largest and most respected teams in the UK. We pride ourselves on being able to advise on the biggest and most complex restructurings and insolvencies in the market. We advise lenders, debtors, potential purchasers and insolvency officeholders on issues such as directors' duties, debt trading, schemes of arrangements, restructuring plans, CVAs, liquidations, administrations and receiverships.

Case Studies

- **National Highways and DfT** on the Lower Thames Crossing project and the development of a special administration regime and framework for responding to financial distress.
- **DBIST (and previously BEIS)** on all aspects of the nationalisation in July 2026, efforts to safeguard the future of British Steel, including the use of emergency legislation, the Steel Industry (Special Measures) Act 2025, how to provide rescue finance to British Steel without infringing EU state aid rules, and related contingency planning for other steel companies.
- **DBIST** on contingency planning concerning a number of other strategically significant UK companies in various sectors, including concerning suppliers to the public sector and following their entry into insolvency proceedings.
- **A nationally significant water company** which falls within the scope of a special administration regime, on all aspects of its financial difficulties and the development of legislative updates.
- **DESNZ** on the development of a special administration regime for transport and storage companies as part of the development and implementation of its carbon capture, usage and storage (CCUS) programme.
- **The Official Receiver as liquidator and Special Managers** in the compulsory winding-up of 26 companies core to the Thomas Cook Group, and subsequently a further 27 UK Group companies. We advised on all aspects of the liquidation, including being on site on day one at ten UK airport offices and sites; safeguarding aviation assets worldwide; managing a leasehold portfolio of more than 550 properties; taking control of the Group's financial and other systems and liaising with more than 200 critical suppliers; disposing of around 20 businesses; and advising on intellectual property and substantial GDPR challenges.

Subsidy Control Law

Lot 5

Overview

We have extensive experience advising on the application of subsidy law and its predecessor of State aid law in the rail industry in recent years. Our experience includes acting for the UK Government, utilities, private sector contractors and funders, which means that we can anticipate issues from a diverse range of perspectives and focus on designing effective real-world solutions that have the best chance of being successfully implemented.

Case Studies

- **National Highways and DfT** on subsidy control matters relating to the financing of the Lower Thames Crossing project, which will utilise a Regulated Asset Base (RAB) structure. The project will feature 23km of new roads, including 4.2km twin tunnels running beneath the River Thames, aiming to significantly reduce congestion at the Dartford Crossing.
- **DfT** on the assessment of the impact of the changes to the compensation arrangements under rail franchise agreements during COVID-19 emergency.
- **DBIST** on subsidy control matters relating to efforts to help safeguard the steel industry.
- **DESNZ** on all aspects of the carbon capture, usage and storage (CCUS) programme, including advice on subsidy mechanisms which will ensure revenue support both for the operators and users of the CO₂ transport and storage networks during the start-up phase of this nascent industry.
- **DESNZ** on all aspects of the low carbon hydrogen programme, including working alongside DESNZ and its other advisers to develop the hydrogen production, storage and transport business models in compliance with subsidy control law.
- **Tate & Lyle Sugars**, an interested party in judicial review proceedings brought by British Sugar against the Secretary of State for International Trade, challenging an annual autonomous tariff rate quota for raw cane sugar as part of the UK Global Tariff.
- **Great British Energy – Nuclear and DESNZ** on major public procurements in connection with the small modular reactors (SMRs) programme, including advice on commercial market operator principles in the context of co-funding of generic design stage of the technology partner contract.

Tax Law

Lot 5

Overview

Our cross-border tax team works seamlessly to deliver appropriate tax advice on the law, its purpose, scope and how clients can comply. We provide a full spectrum of direct and indirect tax services to a variety of clients across all industries. We offer 'hands-on,' partner-led teams that provide a highly responsive and personalised service from experienced tax practitioners.

Case Studies

- **DESNZ** in relation to the tax aspects of a repayable design investment agreement entered into by the National Wealth Fund providing funding to a private sector operator to develop a generic design for a small modular nuclear reactor.
- **The Official Receiver as liquidator on the Thomas Cook Group liquidation** and of various subsidiaries on all tax aspects of the liquidation, including in relation to any sales of assets by the Official Receiver and the tax treatment of costs and recoveries and distributions by the Official Receiver in the course of the liquidation.
- **DESNZ** in respect of tax matters relating to the carbon capture, usage and storage (CCUS) and low carbon hydrogen production programmes.
- **British Business Bank** on the tax structuring of the Future Fund providing convertible loans to UK-based innovative companies.
- **China General Nuclear** in relation to the tax structuring of its investment into nuclear power plants in the UK (Hinckley Point C, Sizewell C and Bradwell B).
- **KeolisAmey** on the tax aspects of its rail franchise in respect of the Core Valley line in South Wales. Our advice covered corporation tax, VAT and stamp duty land tax matters.

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