

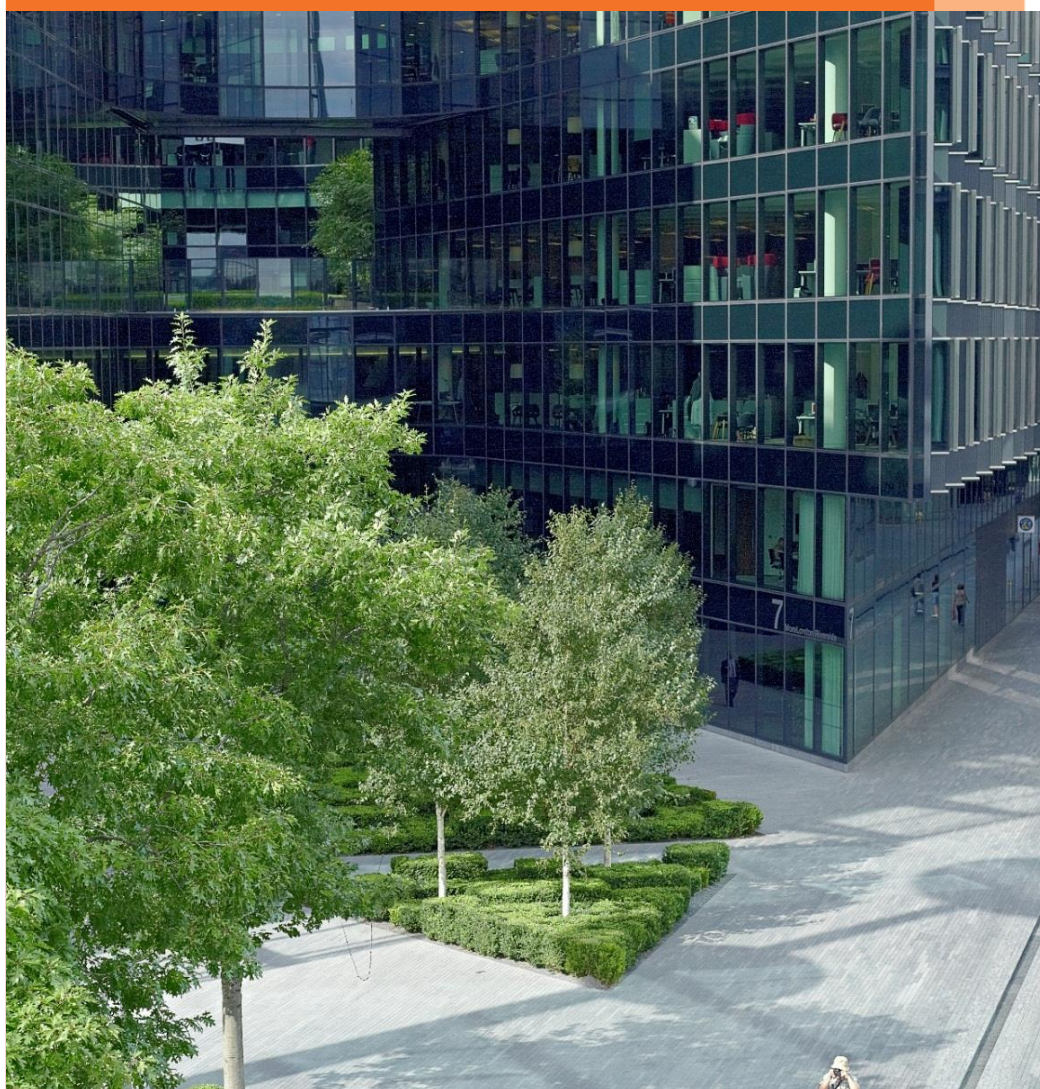
***PricewaterhouseCoopers LLP
in consortium with Holman
Fenwick Willan LLP, Howes
Percival LLP and Sharpe
Pritchard LLP***

**Prospectus for Crown Commercial
Service RM3786 General Legal
Advice Services Panel**

Tier 1 Supplier

*Version 1.3 –
18 April 2017*

Crown
Commercial
Service
Supplier



TIER 1 APPOINTMENT TO CROWN COMMERCIAL SERVICE

GENERAL LEGAL ADVICE SERVICES PANEL RM3786

Welcome to our prospectus in which we introduce our consortium and the key contacts for each of the different specialist areas.

Our consortium

PricewaterhouseCoopers LLP, Holman Fenwick LLP, Howes Percival LLP and Sharpe Pritchard LLP are a consortium which has been appointed as a Tier 1 Supplier to the CCS General Legal Advice Services Panel RM 3786 to provide legal services to Central Government.

Our consortium, with each firm a signatory to the Panel Agreement, draws together the best practice and skills of our four law firms who combine to bring a unique breadth and depth of expertise, people and specialist knowledge from across four firms to deliver integrated expert, efficient and cost effective legal advice and solutions. Our collective experience across the public sector is vast and we advise on some of the UK's most significant complex contracts, projects and public private partnerships from IT to Infrastructure.

In addition to this expertise, we are also able to bring an unrivalled range of specialist legal technology, managed legal service and project management capability from wider PwC that enables us to provide technology enabled legal services to transform conventional legal workflows and activities. This enables our consortium rapidly to structure large quantities of legal documents and related information, enhancing project delivery and driving efficiency. We do this by leveraging offerings in relation to contract digitisation, document management and review, a variety of Artificial Intelligence/machine learning tools.

We are delighted to be able to bring this capability to Central Government Panel Customers.

Supplier Representative and Engagement


As the Supplier Representative of the consortium, I will be your main Supplier Relationship contact.

If you have any questions in relation to the legal services we might provide, please contact me on the details set out below or any of the key contacts identified in this prospectus in relation to their specialism.

Together with our wider consortium management board, which includes one senior partner from each of our consortium firms, I will coordinate the allocation of work and ensure that you are connected directly to the specialist lawyers who will be responsible for delivering the legal services day to day and with whom you will have direct contact.

We are delighted to have been appointed to Panel RM3768 and we very much look forward to working with you.

Best regards,



Juan Crosby
Partner, PricewaterhouseCoopers LLP

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Office Locations

The Consortium have offices located at the following locations in the UK:

PricewaterhouseCoopers LLP

London

1 Embankment Place
London
WC2N 6RH

Birmingham

Cornwall Court
19 Cornwall Street
Birmingham
B3 2DT

Manchester

101 Barbirolli Square
Lower Mosley Street
Manchester
M2 3PW

Leeds

Benson House
33 Wellington Street
Leeds
LS1 4JP

Belfast

Waterfront Plaza
8 Laganbank Road
Belfast
BT1 3LR

Holman Fenwick Willan LLP

London

Friary Court
65 Crutched Friars
EC3N 2AE

Howes Percival LLP

Cambridge

Terrington House
13/15 Hills Road
Cambridge
Cambridgeshire
CB2 1NL

Manchester

Second Floor
19 Spring Gardens
Manchester
M2 1FB

Northampton

Nene House
4 Rushmills
Northampton
Northamptonshire
NN4 7YB

Leicester

3 The Osiers Business Centre
Leicester
Leicestershire
LE19 1DX

Milton Keynes

Bell House, First Floor
Seebeck Place, Knowlhill
Central Milton Keynes
Buckinghamshire
MK5 8FR

Norwich

Flint Buildings
1 Bedding Lane
Norwich
Norfolk
NR3 1RG

Sharpe Pritchard LLP

London

Elizabeth House
Fulwood Place
London
WC1V 6HG

PUBLIC LAW

Summary

Our consortium brings market leading experience in the field of public law. We have advised a wide variety of public bodies on a range of constitutional issues. These include drafting, interpretation and advice on disputes with two of our consortium's partners being Roll A Parliamentary Agents.

Within our consortium there is significant experience in advising on powers relating to decision-making including steps needing to be taken to minimise the risk of challenges by way of judicial review. This includes advice on consultation and equality impact assessments. They also have long experience of acting in connection with election petitions and advising on the conduct of elections.

Case study - Advised on PCC preparing to perform fire and rescue functions

Sharpe Pritchard advised a Police and Crime Commissioner who wanted to perform the fire and rescue functions in their area on (i) the consultation requirements of the relevant legislation, (ii) whether the PCC's proposals satisfied those requirements and (iii) the steps needed under the legislation to prepare. The PCC was able to place itself in a good position with a well thought out plan to perform fire and rescue functions and launch a robust consultation exercise which complied with the legislation.

Key Contacts

 <p>Alastair Lewis Partner and Parliamentary Agent Sharpe Pritchard LLP +44 (0) 20 7405 4600 alewis@sharpepritchard.co.uk</p>	 <p>Emyr Thomas Partner and Parliamentary Agent Sharpe Pritchard LLP +44 (0) 20 7405 4600 ethomas@sharpepritchard.co.uk</p>
<p>A Roll A Parliamentary Agent, qualified in 1992. He specialises in promoting all kinds of legislation, including Parliamentary bills and secondary legislation. He also advises clients on the interpretation of legislation and on public law generally, including vires and process.</p> <p>Alastair has drafted and promoted a number of Acts of Parliament providing general powers to the London Borough Councils and TfL across many subject areas. Some of the legislation he has drafted (including road traffic and environmental legislation) has been picked up nationally by the government.</p>	<p>A Roll A Parliamentary Agent, Emyr qualified in 2006 and specialises in promoting private bills. Emyr also specialises in election law.</p> <p>Recently Emyr acted for a returning officer in election petition, advising on law and tactics, drafting statements of case and assisting with witness statements and evidence preparation. More than 300 witness statements were served on behalf of the returning officer. The election petition made serious allegations against returning officer, all of which were eventually withdrawn.</p>

CONTRACTS

Summary

Our consortium's public sector clients need to demonstrate that they are getting best value both in the goods and services they are procuring and the contractual arrangements they enter into generally. Our consortium contains specialist commercial contracts lawyers that combine a strong technical knowledge of all aspects of contract law with extensive practical experience of the commercial and operational issues that arise before and after contract signature across a broad range of sectors such as Energy, Industrial Products, Financial Services, Telecommunications, Transport and Water, including:

- advising on, drafting and negotiating agreements relating to commercial activities including supply of goods and services, outsourcing/contracting out of services, manufacturing, agency and distribution, consumer contracts, strategic alliances, shared services arrangements, joint ventures and grants;
- advising on rights and obligations post contract, on contract management issues such as changes, termination, and transition between suppliers, contract restructuring including novations, assignments and changes in ownership; and
- advising on public infrastructure regulation such as UK/EU regulation relating to energy, water, transport and telecommunication industries necessary to support commercial transactions and/or arrangements.

We can also bring deep technology capability using advanced machine learning tools to digitise and process high volume commercial contract reviews quickly and efficiently and use tools to help automate standard contract generation and management to improve risk management, MI, efficiency and consistency.

Advising consortium members in relation to their obligations, operating processes and procurement practices in respect of one of the UK's largest public infrastructure projects.

PwC were engaged to review clients' contracts, advise on how to turn legal obligations into operational delivery, bring best procurement practices and manage contract re-negotiations and commercial disputes. We were able to establish new working practices, both internally and between the client and its supplier base, making substantive efficiency gains. As part of the wider project, PwC were also able to deliver a detailed electronic dashboard showing the progress of contract delivery and early warning of heat-spots and potential issues. The tool provided key insights for the client to manage complex contract inter-relationships.

Key Contacts

 <p>Juan Crosby Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 5914 juan.crosby@pwc.com</p>	 <p>Amber Lewis Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7213 8966 amber.lewis@uk.pwc.com</p>
<p>Juan has more than 15 years' experience advising on large, complex contracting projects, including major regulated procurements, in the energy, mining, retail and service sectors. He has received a number of industry awards including Best Advisor for his work done on a strategic alliance with one of the UK's largest companies and two key global suppliers as well as putting in place a multi-party supplier ecosystem. Juan advises key clients on global and local contracts including drafting and negotiating key issues in relation to delivery, remedies and liability and advising on contract model innovation, contract digitisation, large-scale programme management, and supply chain strategy and optimisation.</p>	<p>Amber is a versatile and experienced commercial contracting lawyer. Her background in commercial dispute resolution offers a valuable context for contract drafting and negotiation, and her extensive in-house experience has allowed her to develop a pragmatic approach and sector experience which is highly valued by clients. Amber has advised on a broad range of commercial contracts for clients in various sectors and she has a particular specialism in IT outsourcing.</p> <p>Amber has advised a UK Water Provider on a broad range of commercial contracts including some regulatory aspects of Utilities procurement.</p>

COMPETITION LAW

Summary

Our consortium includes core competition lawyers who cover the whole range of specialist advice on international, EU and national competition law, including cartels, abuse of a dominant market position, merger control, State aid and sector inquiries. They work with a diverse range of clients, including governments, public bodies, large and small corporations and trade associations throughout the world. We can advise on competition issues in multiple sectors, including transport (air, rail, road and sea), commodities, construction, energy, electronics, financial services/ banking, food and drink, health and safety, healthcare, information technology, insurance and reinsurance, logistics, media and telecommunications, mining, pharmaceuticals, sports/entertainment. Senior lawyers within our consortium also have established excellent professional relations with competition authorities and are consulted on draft legislation by international and national bodies including the European Commission.

Case study - Advising a major logistics company on the competition law aspects of its role as supply chain manager for a prominent UK public body

HFW provided advice to the client in connection with its customer and supplier relationships, which enabled the client to comply with competition law and meet the demand for increased efficiency from the public body. The outcome was that the logistics company achieved very significant savings for the UK public body, resulting in considerable benefit both to consumers and the public purse.

Key Contacts

 <p>Anthony Woolich Partner and head of Competition and Regulation Holman Fenwick Willan +44 (0) 20 7264 8033 anthony.woolich@hfw.com</p>	 <p>Felicity Burling Junior Solicitor Holman Fenwick Willan +44 (0) 20 7264 8057 felicity.burling@hfw.com</p>
<p>Anthony specialises in competition law, public procurement, trade sanctions, export control, anti-bribery and anti-corruption, trade regulation, State aid and data protection/privacy. He is on the City of London Law Society's committee on commercial law and its Brexit sub-committee, is a member of the Steering Committee of the Procurement Lawyers' Association and is a member of the Law Society's Competition Section, the UK Association for European Law and the Competition Law Association. His experience includes advising a UK regulator on a complaint by a company which claimed that it was a competitor of the regulated entity; advising a UK local authority on a complaint by a newspaper publisher that the authority's ownership of a competing newspaper was anti-competitive; advising on State aid aspects of the privatisation of the Scottish coal industry; advising a provider of outsourced Government services on compliance with competition law and public procurement law; and advising a not for profit initiative in the utilities sector on competition law.</p>	<p>Felicity has experience in competition law, multi-jurisdictional merger control, general EU law, public procurement and data protection / privacy. She has drafted merger clearance applications to various competition authorities, including the Competition and Markets Authority and the European Commission. She advises clients on avoiding anti-competitive practices and on the application of State aid rules. Recent experience includes advising an energy company joint venture on whether the acquisition of a major facility would require merger control clearance, securing clearance of transactions from the European Commission under the EU Merger Regulation, including obtaining a retrospective derogation from the requirement to obtain prior clearance, and advising a major shipping company on a multi-jurisdictional merger analysis in connection with a significant acquisition. Felicity has assisted in advising on sanctions and international trade, and has drafted suggested clauses for focus groups on proposed EU regulations.</p>

CONSTRUCTION LAW



Summary

Our consortium advises on the full range of construction and infrastructure projects, from major energy and highways works to regeneration schemes, leisure and mixed use developments and multi-portfolio estates. We have partners with long and varied experience of advising the public sector which means we understand key concerns - including constrained budgets, political pressures and multiple stakeholder requirements - and can channel our expert advice accordingly. They work with all standard construction forms, including JCT and NEC (currently NEC3 and, following its release on 22 June 2017, NEC4) and also prepare and advise on framework and partnering agreements, professional appointments and all ancillary documentation. We can offer the full range of services, ranging from advice on detailed points of law to strategic input on major construction projects. Our consortium includes teams of specialist construction lawyers across the globe.

Case Study - Major construction project

Sharpe Pritchard's client required a state of the art energy from waste facility, capable of meeting its long term needs on a sustainable and cost efficient basis. The construction documentation was required to respond to these needs throughout the procurement, construction and delivery phases. They advised, negotiated and concluded the turn-key design and build contract, professional team appointments, performance bonds, parent company guarantees and collateral warranties. Their client set a very ambitious timetable and challenging output targets. Both of these were achieved, using a combination of highly tailored construction documents and strategic legal advice. A range of standard forms were used through the various tiers of contracting parties (including NEC, JCT and FIDIC).

Key Contacts

 <p>Justin Mendelle Partner and Head of Construction Sharpe Pritchard LLP +44 (0) 20 7405 4600 jmendelle@sharpepritchard.co.uk</p>	 <p>Jane Crees Partner Sharpe Pritchard LLP 44 (0) 20 7405 4600 jcrees@sharpepritchard.co.uk</p>
<p>Justin is a construction law specialist and head of the Construction group. He qualified and taught as an economist before training as a lawyer. He has over 15 years' experience of advising on high-profile and complex construction projects. His practice spans all major forms of construction projects across the UK. He advises a wide range of public sector clients including contracting authorities, utilities, Central Government and Local Government. He advises on both contentious and non-contentious matters and regularly speaks at conferences and seminars. Clients refer to him as "an exceptional lawyer with a razor sharp brain" and call him their "trusted source". Justin is a member of the Society of Construction Law, TeCSA and the Procurement Lawyers Association.</p>	<p>Jane has over ten years' experience advising on public sector construction projects. She specialises in major projects in infrastructure, highways and the public realm. Jane is highly experienced in negotiating all forms of construction documents, including the JCT and NEC suites, ECI contracts, professional team appointments, performance and retention bonds, parent company guarantees and collateral warranties. Jane provides strategic and commercial assurance support in addition to highly tailored legal advice. She regularly advises on procurement routes and delivery structures. Jane is a member of the Society of Construction Law and the Procurement Lawyers Association. Recent experience includes advising two highways authorities throughout the re-procurements of their highways maintenance contracts, the use of a national major works framework to appoint design and build contractors on a number of politically important and urgent construction projects (including in leisure, public realm and affordable housing) and advising a public authority on a complex and politically sensitive tripartite asset protection agreement with a developer and Network Rail.</p>

CORPORATE LAW

Summary

Our consortium has expert lawyers who advise on Government company structures and the sale of government assets as well as the management of Government trading companies. We can also help develop and provide strategies for procurement and development of commercial opportunities for the public sector and NDPBs.

We also bring a very extensive wider corporate capability that covers the whole range of corporate legal services, including all aspects of company law, public and private company transactions (including mergers & acquisitions and corporate finance), share acquisitions, disposals, capitalisations, entity selection, venture capital advice and operating agreements. Our consortium can provide company secretarial services and advise on all aspects of corporate governance, including directors' duties, securities and other related governance matters. We have dedicated solicitors working exclusively on the restructuring of ownership and complex and innovative legal structures and initiatives.



Our clients include listed and unlisted multinational organisations, quasi-government organisations in various sectors including healthcare, technology, retail, financial services, media and pharmaceuticals. Specialists within our consortium also provide the above corporate legal services to local SMEs and start-up fast growing companies.

Case Study - Acquisition of Brookwood Cemetery for Woking Borough Council

The Council wished to acquire the shares in the companies which owned Brookwood Cemetery. Specialists within our consortium advised on and negotiated the share transfer agreement, assisted in carrying out due diligence, established new companies to take over the cemetery, dealt with staff transfer and due diligence, and managed the completion meeting.

Brookwood Cemetery, the largest cemetery in Western Europe, had been a cause of concern for some time. The transaction has enabled the authority to acquire control over it and make plans for the future.

Key Contacts

 <p>Mark Crofskey Partner PricewaterhouseCoopers LLP +44 (0) 20 7804 3316 mark.crofskey@pwc.com</p>	 <p>Victoria Zivkovic Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 161 245 2763 victoria.zivkovic@pwc.com</p>
<p>Mark undertakes domestic and international private equity work in addition to general M&A, corporate and corporate finance transactions and advisory mandates.</p> <p>Advising on EUR 90,000,000 Note Purchase Agreement between various multinational insurance conglomerates.</p> <p>Advising the largest shareholder of a privately held international producer and marketer of food, agriculture, financial and industrial products and services, in the distribution of its 64% ownership stake in a listed entity.</p>	<p>Victoria is a senior solicitor in the North West with over 15 years of corporate experience. Victoria specialises in M&A and business reorganisations working closely with experts across PwC to deliver a fully integrated solution to clients.</p> <p>Advising a law firm on the sale of its business and assets to an American acquirer.</p> <p>Advising on a demerger and the subsequent sale of the demerged business to a listed US buyer.</p>

DISPUTE RESOLUTION

Summary

Our consortium's disputes specialists includes solicitors, lawyers qualified in foreign jurisdictions and barristers who together cover a broad range of Alternative Dispute Resolution procedures, including mediation and adjudication. Their expertise extends itself to early and strategic advice on disputes, including contractual resolution procedures and leverages deep forensic technology and AI machine learning tools to rapidly locate, process, structure and review large amounts of documentation.



We are able to handle all manner of post-transactional disputes including misconceived outsourcing agreements that are not fit for purpose as well as assistance in the residual transactional risks to avoid further disputes. For those reliant on business partners (e.g. supply, distribution, joint venture partnerships), we can also pursue and defend a wide range of contractual disputes to manage underperformance, exit bad relationships or expose fraud. For those clients who have suffered the impact of poor external support, we have significant experience in professional negligence matters relating to a range of disciplines, including legal, tax and accounting).

Our clients include public sector bodies, corporates, high net worth individuals and partnerships.

Case Study – Financial Services

Operated on a multi-year contract to assist a large-scale remediation review governed by a regulator in the financial services sector. Using legal expertise to augment other PwC professionals, assisted with the response to hundreds of customers for claims against the organisation in relation to various retail products. The remediation remains ongoing, with further work secured with the organisation.

Key Contacts

 <p>Agnes Quashie Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 1511 agnes.quashie@pwc.com</p>	 <p>Dipti Hunter Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7213 5028 dipti.hunter@pwc.com</p>
<p>Agnes joined PwC in 2001 from DLA. Agnes is a partner and the Practice Group Leader of PwC's Regulatory & Commercial Disputes Team, who have worked on a multitude of different disputes matters. Agnes frequently collaborates with other PwC LLP business teams to achieve the most efficient and beneficial outcomes for her clients.</p> <p>Agnes has acted in high profile UK and international cases for a range of clients, including those in the UK Public Sector, engineering and construction, oil and gas, financial services and pharmaceuticals sectors.</p> <p>Agnes has acted for a number of local authorities in relation to multi-million pound claims for compound interest brought against HMRC.</p>	<p>Dipti joined PwC from DAC Beachcroft LLP in 2016. Operating out of the London office, Dipti leads the Commercial Disputes Team. She has over 18 years' experience working in a number of leading law firms. Dipti guides clients through the often unfamiliar terrain of dispute resolution process whether it be arbitration, adjudication or mediation, or any other forum.</p> <p>Dipti has experience of advising public sector bodies in respect a series of mediations and multiple adjudications.</p> <p>Dipti has experience of conducting arbitration proceedings to trial. In this matter (which remains confidential) Dipti successfully defended the individual.</p> <p>Clients and Counsel who work with Dipti value her tenacity and ability to manage complex proceedings including the disclosure requirements in document heavy cases.</p>

EMPLOYMENT LAW

Summary

Our consortium contains expert lawyers which provide specialist and commercially focused advice to help clients manage key areas of employment related risk. Senior lawyers in our consortium have close working relationships with tax, pensions, bench-marking and other specialists, which means they are uniquely placed to provide you with seamless end to end solutions on a multi-disciplinary basis.. We handle all traditional areas of employment law with particular expertise advising on:



- Employment Litigation: High profile discrimination litigation and large class actions
- Diversity issues including gender pay, equal pay and reward effectiveness
- HR transactional matters including TUPE/COSOP and change management
- Redundancy and re-organisations
- Industrial relations
- High profile investigations, disciplinary issues and terminations
- Large and complex corporate transactions

Our consortium can leverage an interactive tool which comprehensively analyses salary data, models gender pay gaps allowing us to identify root causes of pay disparities. By combining this technological insight with detailed legal analysis, we work with clients in a legally privileged way to proactively identify and address any gender pay issues.

Case Study - Supporting Council with restructuring programme

PwC are currently advising a large City Council on the people aspects of its wide-ranging transformation and modernisation programme in conjunction with their HR consulting colleagues across PwC. Initially, they have been supporting the client with a large scale voluntary severance/early retirement programme. Their experience of public sector reorganisations and strategic approach have enabled them to provide practical advice in a cost effective way, delivering real value. A key element of their support has been effective stakeholder management including union consultation.

Key Contacts

 <p>Ed Stacey Partner PricewaterhouseCoopers LLP +44 (0) 20 7804 3116 ed.stacey@pwc.com</p>	 <p>Laura Nadel Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 161 245 2538 laura.nadel@pwc.com</p>
<p>Ed leads PwC's employment law team. Ed advises on major change and restructuring projects, has advised on one of the largest administrations of the past decade including the management of 900+ ET claims, he has a leading market position on gender pay, equal pay and diversity issues and has handled many high profile discrimination claims.</p> <p>Ed has advised a number of NHS Trusts on day-to-day HR legal matters for the past five years, which includes drafting short-term contracts of employment for locum staffing requirements.</p> <p>Ed has also led a sensitive investigation into the conduct of the Chief Executive of a large UK charity. This led to subsequent disciplinary proceedings and his termination. Ed subsequently handled resolution of his threatened claim.</p>	<p>Laura supports employers on a full range of people related issues including: contracts, policies, worker status, industrial relations, compliance and disputes. She has extensive experience advising public sector bodies and executive agencies, city councils, colleges, universities and police authorities.</p> <p>Laura has advised an executive agency on the employment issues relating to the insourcing of its £1bn+ IT contract, including mitigating the effects of the legacy contract which included TUPE-plus provisions and poorly drafted indemnities, the approach to consultation and workforce integration.</p> <p>Laura supported another executive agency in employment tribunal claims including from a serial litigant and relating to national security. She secured very successful outcomes (strike out and withdrawal).</p>

ENVIRONMENTAL



Summary

Our consortium has dedicated environmental specialists who not only advise on the due diligence aspects of deals but also take on stand-alone environmental work including advice on environmental permitting, waste and minerals law, representation in court and support to clients during prosecutions and investigations. Interviews and/or submissions under caution are a particular speciality. We understand that this is an area which can enhance reputations, especially in the public sector, if organisations can get it right, but destroy credibility if issues are handled badly.

Case Study - Advising the owners of an essential waste composting plant whose aim was to keep operating

Howes Percival used a two-pronged approach: reduce complaints and, in that context, convince the regulators that there was no breach of the environmental permit or any statutory nuisance due to odour emission. This work included liaison with the regulators and local liaison group. Howes Percival were able to achieve a reduction in complaints. It appeared that rumours of the site taking in certain types of food and animal by-product waste had galvanised objections. Visits to the site were arranged and the regulators agreed a means of reporting which reduced pressure on management. The site remains open.

Key Contacts

 <p>Alan Millband Partner Howes Percival LLP +44 (0) 116 247 3521 alan.millband@howespercival.com</p>	 <p>Paul Wootton Partner Howes Percival LLP +44 (0) 1603 580 075 paul.wootton@howespercival.com</p>
<p>For over 25 years, Alan has advised, assisted and represented clients in contentious environmental matters, including water pollution and waste, with extensive experience in respect of packaging waste cases. He has represented clients in interviews under caution and in criminal courts. He provides advice, assistance and representation in environmental authority investigations and enforcement action. Recent experience includes acting for corporate and individual clients across the extractives and manufacturing industries, including multi-nationals in the aggregates sector; and members of large trade association.</p>	<p>Paul is the head of the Planning Team at Howes Percival and before joining them headed up the Planning and Energy and Natural Resources Teams at Eversheds. He advises on all aspects of planning law and has been qualified for over 20 years. Acting for a Government Agency, Paul led the planning and compulsory purchase work in connection with the Olympics and Legacy development at Stratford.</p>



EU LAW

Summary

Our consortium lawyers have extensive experience advising on EU law matters covering a diverse range of topics, with notable expertise in trade and financial sanctions, export control, customs, free movement of goods and services, public procurement, data protection and consumer safety regulations. They have experience of damages actions, debt recovery and public procurement litigation proceedings before the European and national courts. We also represent clients in standalone private litigation, in which they are able to take advantage of our unique combination of EU law and litigation experience, either to provide specialist advice and opinions, or to manage the dispute as a whole. Our consortium has extensive experience in representing parties under investigation and includes the World ECR Export Control (Europe) Law Firm of the Year 2015.

Our consortium's Immigration team can provide a range of UK and EU specialist immigration services and includes the largest global network of in-house immigration specialists of more than 1,500 specialists in 154 countries. This includes teams in all EU Member States and excellent relationships with governments and immigration authorities globally. We are consulted regularly by the Home Office on UK immigration policy and we are in a prime position to advise public sector bodies on policy reform, compliance, practical implementation and enforcement. We can leverage innovative technology which offers clients the ability to manage all aspects of their global programme, drive efficiencies, and in turn, pass these cost savings onto our clients.

Key Contacts

 <p>Anthony Woolich Partner and head of Competition and Regulation Holman Fenwick Willan +44 (2) 7264 8033 anthony.woolich@hfw.com</p>	 <p>Julia Onslow-Cole Partner, Legal Markets Leader and Head of Global Immigration PricewaterhouseCoopers LLP +44 (0) 20 7804 7252 julia.onslow-cole@pwc.com</p>
<p>Anthony specialises in competition law, public procurement, trade sanctions, export control, anti-bribery and anti-corruption, trade regulation, State aid and data protection/privacy. Anthony is on the City of London Law Society's Committee on Commercial law and its Brexit sub-committee, is a member of the Steering Committee of the Procurement Lawyers Association and is a member of the Law Society's Competition Section, the UK Association for European Law and the Competition Law Association. His experience includes advising a UK non-departmental public body (NDPB) on the merits under EU law of promoting a Buy British policy; advising State-owned airlines on EU air transport policy, including on Brexit, advising on EU sanctions and export controls, advising on customs investigations, advising on EU maritime policy including on Brexit, advising on anti-dumping, advising owners of ports and airports on EU law, advising on competition and State aid issues in international arbitrations, representing an EU Member State's Government in a high profile CJEU proceeding regarding the Free Trade Agreement between Singapore and the EU and advising on EU data protection law.</p>	<p>Julia is a key expert in PwC's Brexit Taskforce and was appointed to the Mayor of London's Brexit Advisory Group. She has represented business at the Prime Minister's immigration stock take meeting and acted as an adviser to the Home Office on business, investment and growth. She has been liaising with Government and Business on immigration outcomes subsequent to the EU Referendum. Julia is co signatory of the ground breaking PwC / London First report on the impact of migrant workers in London released in March 2017 and a co signatory of the report on Regional Visas by PwC commissioned by the City of London Corporation.</p> <p>Julia has provided advice to Brexit advisory committees covering a range of areas including financial passporting, people and social security as result of Brexit. This advice was provided to Number 10, the Home Office and the Department for Exiting the European Union. Julia leads PwC's unique crisis management services that PwC rendered during the Arab Spring and Algeria hostage crisis. Julia led the emergency evacuation of oil and gas sector employees from Egypt, Algeria and Libya; arranging special carrier exemptions and visa waivers to allow non-visa nationals to enter and remain in the UK whilst awaiting relocation to their home country / resolution of the crisis.</p>

INFORMATION LAW INCLUDING DATA PROTECTION

Summary

Our consortium can provide cyber security and data protection legal advice which encompasses the spectrum of legal issues in this area and can broadly be broken up into contentious and non-contentious work, with significant experience in helping clients become ready for the EU General Data Protection Regulation ("GDPR"). The consortium contains one of the largest specialist data protection teams with a national and international reach and reputation, allowing us to provide a genuine insight into the UK business landscape for the changes under the GDPR. We have also built a leading reputation for contentious work in this space and have experience of some of the most significant cyber breaches, court cases and regulatory challenges in cyber security and data protection and can advise on the basis of the knowledge gained through this unrivalled experience.

The consortium can leverage market leading technology, including a GDPR Readiness Assessment Tool which provides clients with full visibility of their GDPR Readiness, reveals gaps in their compliance and provides a risk based approach for prioritising compliance work.

Case Study - GDPR readiness assessment for a public body

PwC were instructed by this public sector organisation, to consider a "top down" review of their data protection position with a view to transition to the GDPR in May 2018. They assessed the organisation against every aspect of the GDPR and highlighted the areas of strength and of weakness. They also highlighted the areas in which it is not ready for the GDPR and also benchmarked them against the UK market and against others in their specific business sector (on the basis of their proprietary GDPR benchmarking data).

Key Contacts

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<p>Stewart's pre-eminence within the field is evidenced by the fact that he has recently been identified as a leading authority in respect of Data Protection, and was sought out to provide evidence to the House of Lords' EU Committee on the EU Data Protection regime and the relevant impacts of Brexit.</p>	<p>James works with some of the world's largest companies, as well as emerging technology companies, to help them navigate cross-border privacy issues and implement data protection controls globally. He regularly advises clients in the technology, financial and health sectors on a full range of privacy issues. James has particular focus on the impact of data protection and cyber requirements on digital technology.</p> <p>James has extensive experience advising on data protection laws and the implementation of privacy governance models. James has served as a Data Protection Officer and acted as legal counsel within Barclays Bank Group's Privacy function.</p>

INFORMATION TECHNOLOGY

Summary

Our consortium team members have been hand-picked from London's top IT legal practices, including NOA's Advisor of the Year. They lead or participate in many pan-industry initiatives including the National Outsourcing Association, ItechLaw & the Society for Computers & Law. The consortium can provide advice on all aspects of information technology law including IT and telecoms procurement and contracting; design, development, maintenance and support contracts; re-structuring of contracts and/or services; exit and migration/transition; and hardware purchasing, software licensing and software-as-a-service agreements, managed services, E-commerce, cloud based services, convergent technologies and the internet. Our specialist technology lawyers provide a combination of people and technology led solutions to meet customer needs with a deep technical experience and understanding of the issues drawing on experience having advised both customers and major suppliers in relation to IT contracts and issues. We also have extensive experience in advising central government departments, security and emergency services on all manner of IT and telecoms procurement including the creation of IPR and commercial opportunities arising therefrom.

Case Study

After winning the mandate to advise a major IT implementer of one of the world's largest enterprise software platforms in its strategic alliance with one of the world's largest global IT companies, PwC are engaged on an annuity basis to provide a managed legal service supporting all of their customer commercial contract negotiations for IT services. This arrangement has also enabled PwC to help the client to transform to a digital way of working using their contract digitisation, generation and management platform.

Key Contacts

 <p>Juan Crosby Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 5914 juan.crosby@pwc.com</p>	 <p>Jonathan Nugent Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7804 2060 jonathan.nugent@pwc.com</p>
<p>Juan is the Head of PwC's Technology and Sourcing practice and has over 15 years' experience advising on major technology and business process outsourcings and sourcing strategies, including long term, high value strategic ICT arrangements, enterprise licensing, applications development and maintenance and cloud services. He is recognised as an expert in the field, is invited to regularly speak at UK and International IT legal events and has received a number of industry awards including Best Advisor by the National Outsourcing Association.</p> <p>Juan has led a \$1bn technology transaction, transforming core technology underpinning a client's key business activities. He has advised a supermajor on their global IT Function and transformation programme including the re-engineering & standardisation of global IT processes, design and implementation of a new IT service delivery model, new platforms for performance management, globalisation and standardisation of IT processes. He specialises in creating contracts that reflect the service and drive better outcomes and risk management including incentive mechanisms.</p>	<p>Jonathan is a Senior Solicitor in our technology and sourcing legal team and has over 20 years' experience.</p> <p>He specialises in commercial agreements and other legal issues relating to information technology, outsourcing and intellectual property. He has substantial experience of negotiating and advising on complex IT and other commercial agreements including master service agreements, system implementation, software development, Software-as-a-Service, alliances and joint venture agreements.</p> <p>Jonathan has advised local authorities on procurement and customer agreements relating to the development and deployment of an innovative SaaS solution for local authorities. He also has experience advising implementation and licence agreements with SAP for an integrated back-office ERP solution and IT services as part of a complex realignment and renegotiation of outsourced IT services. Jonathan also advises a number of fast-growth technology companies and provides a strong understanding of emerging technologies and the legal issues that need to be considered.</p>

INTELLECTUAL PROPERTY LAW

Summary

Intellectual property is a valuable and often under-exploited asset; digitisation and developing technologies in particular have made the role of IP in the provision of government services more critical than ever, as a mechanism for protecting government-funded innovation as well as a source of income from commercialisation and a potential risk from the threat of infringement actions.

Our consortium's experience covers a wide range of IP services across both soft and hard IP. We particularly specialise in IP licensing and commercialisation, R&D and collaboration agreements, IP acquisitions and disposals and IP audits and risk reviews (testing controls around IP). We advise on developing IP strategies, IP spin outs, IP disputes and IP protection, and have significant experience undertaking complex ownership reviews, devising new and innovative commercialisation / exploitation structures. We also work alongside non-legal IP specialists, who add significant expertise to our IP law projects (e.g. valuation experts assisting with pricing on licences and assignments).

Key Contacts

 <p>Latika Sharma Legal Director PricewaterhouseCoopers LLP +44 (0) 20 7212 1574 latika.sharma@pwc.com</p>	 <p>Emma Cartwright Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 7841 467290 emma.cartwright@pwc.com</p>
<p>Latika leads PwC's Intellectual Property team and has over 20 years' experience in this field. She has a Diploma in Intellectual Property Law and Practice.</p> <p>Latika's extensive experience includes: advising a British manufacturer on entering into IP licences with US and Chinese groups including protection of IP (copyright, know-how and designs) in China and how best to structure the licences to protect the value, secure an ongoing revenue stream and maximise the return (working alongside our IP Valuations experts); drafting a series of licences and cost sharing agreements to support the European commercialisation of the IP of 2 US IP (patent and trade mark) owners by our UK client for a pharmaceuticals group; and advising a Government Agency alongside PwC's Consultancy practice to advise the agency on its valuable IP and how to commercialise it.</p>	<p>Emma is an 8 years' qualified Senior Solicitor in PwC's Intellectual Property and Technology team. She has a Diploma in Intellectual Property Law. Emma has worked on both public and private sector matters and seconded twice, once into a global top 10 pharma in-house R&D legal team, and once into a global FTSE 10 FMCG.</p> <p>Emma has considerable experience of negotiating and drafting complex IP arrangements, particularly in the pharma and tech industries. She has worked on a variety of multi-jurisdictional R&D and IP collaboration agreements, complex IT development and integration agreements, joint venture IP cross-licensing arrangements, trade mark and royalty arrangements to facilitate post-deal transitional services and a variety of marketing, advertising, image rights and white labelling agreements.</p>

LITIGATION

Summary

Our consortium's litigation specialists have skills which cover a broad range of civil and criminal litigation, including High Court, Court of Appeal and Supreme Court proceedings. We offer early and strategic advice on disputes, including ensuring that alternative dispute resolution is explored before initiating Court proceedings. We have specialist litigation solicitors, barristers and registered lawyers qualified in other jurisdictions.

We are able to handle all manner of post-transactional disputes including misconceived outsourcing agreements that are not fit for purpose as well as assistance in the residual transactional risks to avoid further disputes and challenges to public procurement processes. For those reliant on business partners (e.g. supply, distribution, joint venture partnerships), we can pursue and defend a wide range of contractual disputes to manage underperformance, exit bad relationships or expose fraud. For those clients who have suffered the impact of poor external support, our consortium specialists have significant experience in professional negligence matters relating to a range of disciplines, including legal, tax and accounting. In addition, our consortium has disputes specialists in the insurance and reinsurance sector with experience in high-value international dispute resolution. Our clients include public sector bodies, corporates, high net worth individuals and partnerships.

Key Contacts

 <p>Agnes Quashie Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 1511 <i>agnes.quashie@pwc.com</i></p>	 <p>Dipti Hunter Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7213 5028 <i>dipti.hunter@pwc.com</i></p>
<p>Agnes joined PwC in 2001 from DLA and is the Practice Group Leader of PwC's Regulatory & Commercial Disputes Team. Agnes leads complex cases from first instance through to the Supreme Court and European Court of Justice (ECJ). Recent cases include advising clients on contractual disputes, consequential loss claims, asset tracing & recovery, enforcement, injunctive relief, and Judicial Review.</p> <p>Agnes remains a leading authority on legal professional privilege and acted for the Applicant in one of the UK's foremost cases on the subject, namely R (on the Application of Prudential plc and another [Appellants] v Special Commissioner of Income Tax and another [Respondents] 2013 UKSC1). ("Prudential").</p>	<p>Dipti joined PwC from DAC Beachcroft LLP in 2016. Operating out of the London office, Dipti leads the Commercial Disputes Team. She has over 18 years' experience including extensive experience of proceedings in the Administrative Division as well as Chancery & Queen's Bench Division. She has experience advising a number of public sector bodies on a series of mediations, multiple adjudications and a High Court claim in respect of a disputed outsourcing agreement.</p> <p>Dipti has previously conducted a number of judicial review applications for corporate clients. Dipti is the current Vice Chair of the Commercial Litigation Association and a member of the London Solicitors Litigation Association.</p>
 <p>Key Contact - Insurance Litigation Christopher Cardona Partner, Holman Fenwick Willan +44 (0)20 7264 8554 <i>christopher.cardona@hfw.com</i></p> <p>Christopher is head of HFW's insurance and reinsurance global group. He specialises in high-value international dispute resolution in the insurance and reinsurance sector.</p>	<p>He regularly lectures on insurance and reinsurance topics and advises the insurance market on policy issues, product development and policy wordings. Recent experience includes acting for London market E&O underwriters of a reinsurance broker in connection with alleged failures in securing back to back cover for its clients' insurance of a state-owned corporation under a US\$1 billion programme.</p>

NON-COMPLEX FINANCE

Summary

Our consortium acts for lenders, borrowers and security providers on a wide range of domestic and cross-border finance related matters including bilateral, club and syndicated loan agreements, finance leases, sale and leaseback transactions, guarantees and standby letters of credit, mortgages, debentures, receivables assignments and other security arrangements, letters of credit, ISDA swap agreements, export credit agency supported finance, asset finance, trade finance, project/infrastructure finance, Islamic finance, transfers of loan portfolios, regulation in the financial services sector, loan restructurings and loan, guarantee and security enforcement and other financial litigation.

We have an experienced team of dedicated finance lawyers who routinely deal with a wide range of finance matters, both in the UK and internationally, for a large variety of lenders and borrowers. We work across the full life cycle of a deal from the initial structuring through the documentation and completion stages and into any later amendment, sell-down, restructuring or enforcement phases. Our specialists in this area see many different deals involving many different parties and know that no two clients are the same. We work to understand the concerns of each individual client and deliver clear, practical advice which addresses those concerns.

Case study - Advising on novel trade finance securitisation

HFW advised on the establishment of one of the first securitisations of both existing and future trade finance receivables. The securitisation structure will enable Luxembourg-based asset manager Synthesis to access the capital markets (including retail investors) through a medium term note (MTN) programme established by three special purpose issuers, in order to provide trade finance to the commodities market.

Key Contacts

 <p>John Forrester Partner Holman Fenwick Willan +44 (0) 20 7264 8134 john.forrester@hfw.com</p>	 <p>Adam Shire Partner Holman Fenwick Willan +44 (0) 20 7264 8264 adam.shire@hfw.com</p>
John advises banks and other corporate clients on finance related matters in the shipping, trade, insurance and energy sectors as well as on various general banking matters. Recent experience includes acting for Svenska Handelsbanken AB as agent and security trustee for a syndicate of banks in connection with a secured committed revolving credit facility and uncommitted accordion facility provided to Swedish tanker owner Concordia Maritime AB; and acting for Deutsche Bank AG in drafting and negotiating a debenture granted by an English plastic fabrication company.	Adam is a finance lawyer who specialises in asset finance. He acts for banks, other financial institutions and borrowers on finance transactions, including syndicated, bilateral and club loans and lease transactions. Recent experience includes acting for Investec in relation to a loan to a major corporate customer to be used for three downstream investment projects relating to: an LPG distribution business in Kenya, an acquisition of a majority shareholding in a Bangladeshi LPG project and the construction of a three tank LPG storage terminal in Mauritius; and acting for Sonali Bank in connection with financing the pre-delivery payments for two Boeing 777 aircraft being constructed for Biman Bangladesh Airlines.

OUTSOURCING

Summary

Our consortium's outsourcing specialists are leaders in the field with practitioners from the UK's leading outsourcing practices. We provide exceptional client service and practical, commercial legal advice across both public and private sectors. We know the industry, the service providers and how to identify and resolve issues quickly, accelerating deal time and reducing transaction costs to bring forward ROI and savings while ensuring strong contractual rights and remedies. We lead/participate in many pan-industry initiatives including the National Outsourcing Association, ItechLaw & the Society for Computers & the Law. We provide:

- advice on all aspects of outsourcing arrangements (including information technology outsourcing and business process outsourcing), including first and subsequent generation transactions, renegotiations, variations and re-alignment, and insourcing;
- expertise across sectors, industries and different models including but not limited to large scale transformation projects, multi-vendor ecosystems, SIAM & Tower IT models, BPOs, finance & accounting, HR and F&M outsourcings;
- experience in advising on FS regulation and 'material outsourcing' rules; and
- a deep understanding of outsourcing arrangements and key issues, including how best to structure global arrangements and on issues such as liability, remedies and pricing mechanisms to drive better outcomes, collaboration and in-life supplier performance.

Case study - IT and Business Process Outsourcing, complex multi-national transition, transformation and operate project in respect of IT & HR Services

We supported a major global HR/IT services transformation project involving re-engineering and standardisation of global processes. We supported the strategy, RfP, procurement and contracting processes involving 3 leading global suppliers and negotiation of master and local agreements, advising on all aspects of the deal from service design, transition and transformation to cyber security (GDPR), global DP and commercial agreements in the context of a regulated industry. The transactions involved significant negotiations and integration/co-ordination of business, commercial HR and legal teams. We also helped project manage by establishing clear agendas, items and timelines for discussion/negotiation – assisting client and suppliers to gain necessary input in order to resolve issues quickly and accelerate deal execution creating earlier ROI.

Key Contacts

 <p>Juan Crosby Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 5914 juan.crosby@pwc.com</p>	 <p>Nigel Wilson Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7213 1655 n.wilson@pwc.com</p>
<p>Juan is Head of PwC's Technology and Sourcing practice joining from one of London's top Outsourcing practices where he was head of International Sourcing. He has 15+ years' experience, advising on major technology outsourcings and BPO strategies and long term, high value strategic ICT sourcing arrangements. He is recognised as an expert in the field and has received a number of industry awards including the National Outsourcing Association's Best Advisor of the Year for his work done on a range of market leading multi-vendor outsourcing deals, following which he was appointed to the NOA council.</p>	<p>Nigel is a Senior Solicitor in PwC's Technology and Sourcing team with 15+ years' experience of leading outsourcing projects and negotiations for major public and private sector clients and has substantial experience of acting for customers and suppliers. He has advised a leading global insurance company in relation to a global Workday implementation in a competitive tender with SAP, Oracle and Workday – creating and negotiating contractual arrangements as well as advising a national UK plc on a major (in excess of £1bn) contract (and sub-contracts) for the long-term provision of facilities maintenance services to nationwide real estate.</p>

PENSION LAW

Summary

Our consortium's pensions team is made up of experienced lawyers with specialist knowledge in pensions law including corporate restructuring, litigation and public sector pensions. We advise on private sector defined benefit and defined contribution arrangements, public sector pension schemes and international aspects of pensions law. Our wide experience and deep technical knowledge allows us to communicate complex legal issues in a user-friendly manner.

Case study - Advising over 45 NHS trusts as part of a wider project to monitor and manage temporary staff costs (including pensions)

PwC advised various NHS Trusts concerning defined benefit pensions arrangements obligations in relation to temporary staff. This involved advising on Trusts' contractual arrangements with employment agencies and procurement rules affecting the engagement of temporary staff, as well as the automatic enrolment laws and their application to temporary staff employed within the NHS.

Key Contacts

 <p>Oliver Reece Partner PricewaterhouseCoopers LLP +44 (0) 20 7213 1472 oliver.reece@pwc.com</p>	 <p>Caroline Curran Solicitor PricewaterhouseCoopers LLP +44 (0) 161 245 2330 caroline.curran@pwc.com</p>
<p>Oliver heads up PwC's pensions legal team having established it in 2006 when he joined from the Pensions Regulator.</p> <p>Oliver's wide experience includes:</p> <ul style="list-style-type: none"> • advising clients in relation to the Pensions Regulator's 'moral hazard' powers including defending actions and responding to regulatory enquiries; • advising PwC on its transactions, which often involve public sector pensions considerations and outsourcing requirements; and • pensions litigation including applications to the Court for clarification of scheme provisions, rectification and Hastings Bass claims, and resolving professional negligence matters. 	<p>Caroline joined PwC from Eversheds in 2015. Her extensive experience enables her to provide commercial, solution-driven advice on complex pensions issues.</p> <p>Caroline's experience includes advising on the legal aspects of defined benefit and defined contribution schemes including:</p> <ul style="list-style-type: none"> • complex asset backed funding arrangements, reservoir trusts and other contingent assets; • innovative solutions for distressed employers including negotiations with the Pensions Regulator; and • liability management exercises including enhanced transfer value exercises, flexible retirement options, buy-ins and buy-outs.

PLANNING


Summary

Our consortium has specialists with vast experience in town and country planning work for the public sector, including large-scale s106 agreements, highways agreements and major public inquiries and appeals. We have expertise in a wide range of developments projects and schemes including commercial developments, regeneration projects, leisure and sports facilities and industrial buildings. We have also frequently advised on compulsory purchase orders and on tactics and the legal issues which can arise from the exercise of CPO powers such as blight and hope value.

Case study - Formula E-instruction on judicial review

As local authority, Wandsworth was keen to promote the holding of the prestigious Formula E racing event, to be held in Battersea Park. Its decision to do so was challenged in the High Court. Sharpe Pritchard advised them as landowner and planning authority and negotiated a successful settlement. The event took place as programmed and was widely attended. The claim was withdrawn by the objectors and the Council received payments of £850,000 from the promoters.

Key Contacts

 <p>Brian Hurwitz Partner Sharpe Pritchard LLP +44 (0) 20 7405 4600 bhurwitz@sharpepritchard.co.uk</p>	 <p>Denise Stephenson Partner Sharpe Pritchard LLP +44 (0) 20 7405 4600 dstephenson@sharpepritchard.co.uk</p>
<p>Brian was admitted as a solicitor in 1980 and joined Sharpe Pritchard in 2003. He leads the firm's planning law team.</p> <p>Brian has extensive experience and expertise in planning, highways, infrastructure and waste and environmental law. He acts predominantly for public authorities, including major schemes and developments in London and elsewhere. He is an experienced advocate in planning appeals and plan-making inquiries.</p>	<p>Denise was admitted as a solicitor in 1999, joined Sharpe Pritchard in 2005 and is a partner in the planning law team.</p> <p>Denise specialises in highways, planning and environmental law and has led on many major regeneration projects. She negotiates agreements for large redevelopment schemes and infrastructure projects, e.g. regeneration of towns or key infrastructure delivery. She also advises on administrative law, CPOs and community infrastructure levy.</p>

PROJECTS/PFI/PPP

Summary

Our consortium provides legal services to Central Government, NDPOs, delivery bodies and other public sector bodies across the UK. Our team is well-known and highly regarded for our work on some of the UK's most significant projects and programmes of all subject matters. We have substantial experience of providing end to end project advice and support from outline business case/strategy advice through to managing project close. Our consortium's services and expertise includes advice on governance and project strategy, drafting bespoke or amended documents and the procurement suite, advice on security packages and risk analysis, integration with other advisers and commercial assurance.

Our specialists have advised extensively on complex delivery structures, including the creation of delivery bodies and their development, regulatory regime, associated governance and their relationship with Central Government. Our consortium advises on the delivery and management of whole PPP programmes, and specialists within our consortium are advising the MoJ on the procurement, delivery and implementation of their Technology Transformation Programme.

Case study - Thames Tideway Tunnel: "The Super Sewer"

Sharpe Pritchard acted for Thames Water Utilities Ltd from 2012 to 2017 on all aspects of this £4.2bn project from procurement of early enabling works contracts, drafting the main tunnelling contracts to the strategy and delivery of the infrastructure provider. Their work included advising on commercial strategy, complex drafting, advice on governance, on procurement and regulatory law, compliance, assurance negotiations and stakeholder management. They were embedded in the project team and provided on-site support through a flexible, highly experienced and extensive resource. The key inputs and success factors in this project included:

- Fully integrated multi-disciplinary legal services;
- Dynamic and flexible resource;
- The project was delivered successfully and is now an exemplar for other UK Infrastructure projects;
- We drafted a suite of procurement documents, evaluation models and construction contracts (NEC3) terms available for other infrastructure projects in rail, water, highways, airports and other civil engineering arenas; and
- We conducted and led commercial and legal negotiations.

Key Contacts

 <p>Paul O'Sullivan Partner Sharpe Pritchard LLP +44 (0) 20 7405 4600 posullivan@sharpepritchard.co.uk</p>	 <p>Roseanne Serrelli Partner and Head of Strategy Sharpe Pritchard LLP +44 (0) 20 7405 4600 rserrelli@sharpepritchard.co.uk</p>
<p>Paul is a highly experienced projects and contracts lawyer and has over 25 years' experience in the field. He has particular expertise in complex public sector project work for central government departments and other public bodies, across a wide range of delivery models and contract types including PPP, IPPP, PFI and frameworks. Paul has a detailed knowledge of complex tendering processes and methodologies across many sectors and is used to advising clients through all stages of a project's procurement, including communications with stakeholders and decision makers and managing wider teams of lawyers.</p>	<p>Ros is a projects, infrastructure, contracts and procurement lawyer with 25 years' experience advising public sector clients including infrastructure delivery bodies, Central Government, NDPBs and Utilities. Ros' particular speciality is devising new and innovative delivery solutions including a strategic approach to procurement, payment, integration, performance management and contracting. She is regularly "embedded" in project teams to bring together various strands of a project from the technical, financial and commercial teams.</p>

PUBLIC PROCUREMENT LAW

Summary

Our public procurement practice covers all aspects of domestic and EU public procurement law and have advised on some of the largest, most high profile and complex government projects. We have extensive experience acting for UK Central Government departments, NDPBs, ALBs, UK utilities, local authorities, regulators and judiciary on major public procurement exercises.

Our procurement expertise spans the full range of public procurement work, including advising on procurement strategy and the procurement tendering process for the award of public contracts, advising on procurement issues arising from varying public contracts post award, setting up public sector controlled companies and bringing (or defending against) procurement challenges and advising on ways to minimise risk of procurement challenges.



Case study - Advising on a major variation to a PFI contract

In 2015/16 Sharpe Pritchard were instructed to advise on a major variation to a PFI project in which they had previously acted arising from the agreed 'revised project plan' to address planning failure for the key facility. This variation was a significant project in its own right and involved a renegotiation of the PFI contract and advice on the position in relation to compliance with the public procurement rules. The project closed after significant and complex negotiations with the contractor in July 2016. The effect is that the client will be able to deliver significant new national infrastructure in accordance with the UK Infrastructure Plan.

Key Contacts

General

PFI/PPP

 <p>Carroll Dodd Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7212 4727 carroll.dodd@pwc.com</p>	 <p>Julia Rudin Partner Sharpe Pritchard LLP +44 (0) 20 7061 5952 jrudin@sharpepritchard.co.uk</p>
<p>Carroll is a 12-year ppe solicitor with extensive experience advising on public projects across the energy, transport and infrastructure, real estate and ICT sectors. Carroll spent 5½ years' working for the Treasury Solicitor's Department and Defra as a public procurement solicitor. This includes providing full time legal support, for approx. 18 months, to a major complex IT transformation programme involving a multi-vendor sourcing model.</p> <p>Carroll has advised a full range of public sector bodies on all forms of procurement process for public services and works contracts and established frameworks and concessions. She has also advised on call off contracts, light touch regime procurements and direct award of contracts excluded from the regulations. This includes drafting procurement documentation from contract notices through to award criteria and debrief letters. She has extensive expertise in the issue of material change including invaluable litigation experience involving public sector projects including the landmark public procurement judicial review challenge in the High Court: R (Gottlieb) v Winchester City Council 2015.</p>	<p>Qualified in 1992, Julia is Sharpe Pritchard's managing partner from April 2017. She specialises in advising the public sector, including central government departments, on commercial transactions, with particular expertise in PPP, PFI, shared services and IT services, running complex competitive negotiation processes. Julia is a joint Lead Partner advising Ministry of Justice on its major technology outsourcing programme to implement a disaggregated operating model for the delivery of ICT services across the Department. The programme involved 9 separate major procurements. Julia led on a major joint street lighting PFI for two County Councils, using the competitive dialogue procedure. This project was the second largest in the Street Lighting PFI second wave. Her experience includes advising a public body on a complex PPP procurement to appoint a private sector partner to perform a range of strategic corporate services, including IT services, customer services, property services, HR, payroll and revenues and benefits and procurement services.</p>

PARTNERSHIP LAW

Summary

Our consortium advises on all aspects of partnership law and includes specialists who routinely advise clients on limited partnerships, limited liability partnerships and general partnerships. Senior solicitors in our consortium work closely with other non-legal specialists to provide fulsome advice to clients when considering their partnership structuring options.

Our clients include high net worth individuals, listed and unlisted multinational organisations, quasi-government organisations in various sectors including healthcare, technology, retail, financial services, media and pharmaceuticals. We also provide the partnership legal services to local SMEs and start-up fast growing companies.

Case study - Advising an NHS Trust on a new LLP structure and the transfer of certain assets to the new structure

PwC advised the NHS Trust on the formation of the LLP, the LLP agreement and the issues that arose on the transfer of the assets that they proposed to transfer. The new structure created a vehicle through which the Trust could expand, develop and grow its research and innovation capacity on a commercial footing.

Key Contacts

 <p>Stuart Hatcher Partner PricewaterhouseCoopers LLP +44 (0) 20 7213 1416 stuart.hatcher@pwc.com</p>	 <p>Victoria Zivkovic Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 161 245 2763 victoria.zivkovic@pwc.com</p>
<p>Stuart is a corporate partner with a focus on entrepreneurs, private companies and mid-cap companies, advising on all aspects of investment, share capital reorganisations, shareholder returns, M&A activity and group reorganisations (domestic and international), including partnerships.</p> <p>Stuart's experience includes converting businesses into LLPs across sectors such as real estate, retail and recruitment, setting up LLPs for investment structures and advising on dissolution and disputes between parties.</p>	<p>Victoria is a senior solicitor in the North West with over 15 years of corporate experience. Victoria specialises in M&A and business reorganisations working closely with experts across PwC to deliver a fully integrated solution to clients.</p> <p>Advising an international group of companies on the restructure of its UK Group including the transfer of its main UK business into an LLP structure.</p> <p>Advising a property group on its restructure including the incorporation of a new holding company structure, a new LLP structure and the drafting of the governance documents.</p>

REAL ESTATE AND REAL ESTATE FINANCE

Summary

Real estate – Our consortium includes a highly regarded real estate department, specialising in property work for the public sector, including development agreements for public buildings, commercial leases of shops and offices and major regeneration projects. Our specialists have experience in advising on and negotiating lease renewals and dealing with litigation over commercial property and have advised public bodies on the disposal of buildings and major assets and have experience of drafting provisions to ensure that the needs and agendas of our public body clients are fulfilled. We have advised on competitive procurements, including competitive dialogues to secure the appointment of development partners, undertaken land assembly for large-scale redevelopments and advised on the exercise of compulsory purchase powers.

Real estate finance – Our consortium advise borrower entities on new financing arrangements, re-financings and bank consent requirements in connection with reorganisations and restructurings. We advise on both external and intra-group financing issues and specialise in real estate finance transactions in both the private sector and public sector for both commercial and residential property.



Case Study

Sharpe Pritchard acted for a public body on its high profile and political acquisition and development of a site for its new Central London office building which also incorporated a leisure centre and swimming pool, public library and customer service centre. Given the sums involved and the need to apportion major infrastructure costs across the wider estate, the funding arrangements for this transaction were complex.

Key Contacts

Real Estate

Real Estate Finance

 <p>Jo Pickering Partner and Head of Real Estate Sharpe Pritchard LLP +44 (0) 20 7405 4600 jpickering@sharpepritchard.co.uk</p>	 <p>Annalie Croney Legal Director of Banking and Finance PricewaterhouseCoopers LLP +44 (0) 20 7212 2553 annalie.croney@pwc.com</p>
<p>Jo is a property lawyer with over 20 years' experience of all areas of property law and is head of the firm's real estate department. Jo specialises in particular in large scale and complex development and regeneration projects.</p> <p>Jo regularly advises public sector bodies on large scale and high profile sales and purchases as well as redevelopment and regeneration projects.</p>	<p>Annalie is a legal director in the banking and finance team and has expertise advising borrowers on new financing arrangements, re-financing and bank consent requirements in connection with reorganisations and restructurings, in particular in relation to development and real estate finance transactions.</p> <p>Regularly advises this privately owned property management, investment and development group with a UK property portfolio worth c£800m on fund structuring and external and intra-group financing issues. In the last 10 years Annalie has acted for them on the establishment of various property funds/joint ventures as well as all their new bank facilities, the refinancing and amendments of the group's various existing bank facilities.</p>

RESTRUCTURING AND INSOLVENCY

Summary




Restructuring – Our consortium includes a worldwide team of specialist and dedicated international structuring lawyers combining a high quality service with local knowledge and expertise. We can offer an integrated approach alongside Tax, Consulting, Accounts, Treasury and HR team's results in a streamlined, efficient and cost effective service providing consistent and harmonised advice using the same language, methodology and processes and have the unique capability to work alongside global company secretarial compliance and governance experts worldwide.

Insolvency – Our specialists understand that public sector bodies are, in many insolvencies or potential insolvencies, the largest stake-holder in respect tax debts, fines, rates or other liabilities and are therefore able to provide quick and commercial advice as to: the options available to those bodies for enforcing and recovering those debts; taking appropriate recovery action to maximise the prospect of recovering those debts; ensuring that their interests are adequately protected once a debtor (whether personal or corporate) becomes subject to formal insolvency procedures; advising on the impact of insolvency or threatened insolvency on public sector bodies.

Key Contacts

Restructuring

Insolvency

 <p>Richard Edmundson Partner and Head of International Business Reorganisations (IBR) PricewaterhouseCoopers LLP +44 (0) 20 7212 1512 richard.j.edmundson@pwc.com</p>	 <p>Alison Kirby Partner Howes Percival LLP +44 (0) 1603 281956 alison.kirby@howespercival.com</p>
<p>Richard has extensive experience advising large corporates and organisations on complex structuring, compliance and corporate transformational projects, leading multinational teams of specialists on cross-border engagements.</p> <p>Richard provides expert advice on both UK and European corporate law, working closely with global PwC tax, accounting and other specialists to provide a combined offering – ensuring that clients' reorganisation projects are implemented tax-efficiently, and in accordance with their commercial objectives, across all relevant jurisdictions.</p> <p>Richard advised a FTSE 100 Healthcare Company Advising on a post-deal integration project across 21 territories and a US multinational on a global structuring covering 34 territories across Latin America, Africa, Europe and Asia working closely with the PwC tax team.</p>	<p>Alison has been involved in litigation for 20 years, and is the client partner for all areas of work conducted for the Commissioners for Her Majesty's Revenue and Customs since January 2013, having been involved in that work since 2005. Work undertaken for HMRC includes applying for the appointment of Provisional Liquidators and applying for Freezing Injunctions often without notice. Alison was appointed to The Law Society's Civil Litigation Section Committee in 2016.</p> <div data-bbox="824 1381 1448 1549">  <p>Morris Peacock Partner Howes Percival LLP +44 (0) 1603 281985 morris.peacock@howespercival.com</p> </div> <p>Morris is the client Partner for all areas of work conducted for the Insolvency Service since March 2008 which includes director disqualification proceedings, investigations and also the winding up of companies in the public interest. Advisory Editor to leading publication in this field (Mithani).</p>

TAX LAW

Summary

Our consortium includes specialists in handling tax disputes that might arise with HMRC. This includes dealing with difficult audit issues and taking issues through the formal litigation process if necessary. Our team has dealt with tax disputes at all levels in the UK courts and European Court of Justice and has particular experience of public law judicial review issues.

An overview of their capabilities to deliver panel service:



- ability to litigate both direct and indirect tax disputes at all levels;
- consideration and use of alternative remedies such as restitution and judicial review;
- tactical management of the dispute to avoid litigation where possible through the use of Alternative Dispute Resolution and informal mediation/settlement discussions where possible; and
- relationships with senior stakeholders within HMRC.

Senior lawyers in our consortium access to deep technical and industry specialists that allow us to provide depth of expertise through a seamless blended legal and tax team that brings the best of both worlds - more than just an accountancy firm or a law firm can offer in isolation.

Case Study - Large multinational

PwC assisted a large multinational with complex tax audit involving the transfer of intellectual property. Cross-border information requests and dealing with Revenue authorities in different jurisdictions. This included navigating HMRC's complex governance procedures. The outcome of this was the resolution of the dispute, the ability to restructure and the development of a successful relationship with HMRC.

Key Contacts

 <p>Mark Whitehouse Partner PricewaterhouseCoopers LLP +44 (0) 20 7804 1455 <i>m.whitehouse@pwc.com</i></p>	 <p>David Anderson Legal Director PricewaterhouseCoopers LLP +44 (0) 161 245 2990 <i>david.s.anderson@pwc.com</i></p>
<p>Mark is the partner who leads the PwC practice and has over 25 years' experience of tax disputes work. He began his career in the tax department of City firm Allen & Overy. He is a CEDR accredited mediator</p> <p>Mark's experience includes:</p> <ul style="list-style-type: none">• Handling large corporate tax disputes with HMRC including cross border; issues and alternative dispute resolution• Litigating tax cases in all UK courts and European Court; and• Judicial review challenges to HMRC.	<p>Dave has 25 years of experience of indirect tax disputes work involving complex negotiations and litigation when necessary. He is recognised as a leading practitioner in his field. He covers VAT, customs duties and other indirect taxes.</p> <p>Dave's experience includes:</p> <ul style="list-style-type: none">• Handling indirect tax dispute issues (VAT, Customs duties and environmental taxes);• Litigating indirect tax issues in UK Courts and tribunals (including taking cases to the European Court; and• Public law challenges to HMRC.

EDUCATION LAW

Summary

Our consortium has a dedicated unit focussing on schools construction and whole-school infrastructure projects. This work spans major development and construction and other smaller contract and property instructions and our specialists therefore have experience of both the national issues and suites of documentation as well as wider issues within the public sector.

Many members of our team have previously held senior legal positions within local government. As a result, our specialists are highly regarded for our understanding of the budgetary and operational issues faced by schools and local authorities.

Case Study - Primary Schools permanent expansion programme

Sharpe Pritchard's role included advising on complex site assembly / historical title issues; advising on the procurement strategy, including 2-stage procurement, OJEU-compliant procedures, and the use of existing frameworks; drafting development agreements between schools and the council and drafting and advising on professional appointments and construction documents. The matter had a successful outcome as contracts worth £65 million successfully awarded. Through the successful delivery of the project, the Council will be able to secure 21 Forms of Entry in the primary sector by 2018-2019.

Key Contacts

 <p>Annie Moy Partner Sharpe Pritchard LLP +44 (0) 20 7405 4600 amoy@sharpepritchard.co.uk</p>	 <p>Catherine Newman Partner Sharpe Pritchard LLP +44 (0) 20 7405 4600 cnewman@sharpepritchard.co.uk</p>
<p>Annie is immensely experienced in education infrastructure and construction projects and leads Sharpe Pritchard's work on academy and school projects, with deep expertise and knowledge of the public sector construction market in this field.</p> <p>She has made academy conversions one of the firm's specialist areas and is adept at handling high value, high profile projects, including land transfers, pensions, lifecycle contracts, governance matters and data protection.</p>	<p>Catherine is highly experienced in the education sector and has worked with Governing Bodies, Head Teachers and Local Authority Officers on a wide range of education issues.</p> <p>She specialises in education infrastructure and school build programmes and regularly advises on the construction of new schools.</p> <p>In addition Catherine has extensive experience of advising governing bodies on changing status from community to foundation schools, including advising on the statutory requirements of the process, application of current DfE guidance on the relevant statutory regulations and the property work streams, retained local authority services, grants and children's centre facilities.</p>

CHILD LAW



Summary

Our consortium specialists never lose sight of the fact that the welfare of the child is the paramount concern in all disputes affecting children. Early intervention in the form of clear advice can be crucial in preventing issues from escalating. Our consortium has experience in all Child Law proceedings including emergency applications. Our specialists focus on resolving conflict, supporting alternative forms of dispute resolution and managing cases cost effectively, conducting our own advocacy where appropriate.

Case Study

Advising individuals about adoption proceedings. Howes Percival guided step-parents and those seeking overseas adoption upon the legal framework and its application to their status. Howes Percival assisted in completion of application forms and considering reports, and representation at court where required. Ultimately this achieved stability and security for the child during its minority; full integration into the family of the adoptive parent.

Key Contacts

 <p>Amy Walpole Partner Howes Percival LLP +44 (0) 1603 580083 amy.walpole@howespercival.com</p>	 <p>Justine Flack Legal Director Howes Percival LLP +44 (0) 116 247 3564 justine.flack@howespercival.com</p>
<p>Amy has expertise in all areas of Child Law, representing parents and family members on issues such as adoption, care proceedings, residence and contact, and has significant experience of making emergency applications to court. Her recent experience includes: Adoption, Special Guardianship Orders, Child Arrangements Orders, Declarations of Parentage, Schedule 1 Children Act 1989 and Prohibited Steps/Specific Issue Applications to include removal from the jurisdiction and change of name.</p>	<p>Justine has expertise in all areas of Child Law including advising on financial matters and past experience representing parents, grandparents and Guardians in care proceedings. She has dealt with residence, contact and recovery of children, sometimes on an emergency basis. Her recent experience includes: Advising upon Child Arrangement Orders, Special Guardianship Orders, Schedule 1 Children Act 1989, Prohibited Steps and Specific Issue Applications to include removal from the jurisdiction, change of child's name and prohibiting contact with person considered to be a risk.</p>

ENERGY AND NATURAL RESOURCES



Summary

Our consortium have advised the national oil company of a major oil producing state for many years on all legal aspects of its business, including negotiations with international oil companies and contractors, cross-border issues with neighbouring states and disputes with contractors. Other organs of government and state entities feature among the clients of our consortium's energy and natural resources practice, as do independent oil companies, service companies, traders, utilities, investors, financiers and insurers. Transactional and dispute resolution lawyers advise these clients on legal issues arising at every stage of the energy chain, from exploration and production, storage and transportation, LNG, refining, trading and sale of oil and gas, to electricity generation, energy management, renewable and carbon trading. The last few years have been a difficult time for companies in the oil and gas industry and for governments relying on revenues from oil and gas to provide public services. Partner-led teams offer reassurance to clients across the industry, but particularly in the public sector, where we are familiar with the tensions of working in a politically sensitive environment, but at the same time one which is subject to severe cost constraints. Our specialists offer clear advice and working in a team with public sector clients delivers the additional value of building capacity among the teams they advise. In the broader energy and resources sector, times have also been challenging. Our clients appreciate their ability to put together small and focused teams of hard-working specialists who are able to deliver a timely result.

Case study - Advice on a contract structure that would meet the legal, political and commercial requirements of the client

HFW worked with their client's multi-disciplinary team to develop contract terms by attendance at frequent meetings at the client's offices to outline industry norms and potential solutions to problems arising, focusing on key issues, and subsequently supported the client in a tender process and in meetings with the international oil companies. The outcome was that the client concluded contracts required to meet increased production targets (contract value US\$ billions).

Key Contacts

 <p>Diana France Partner Holman Fenwick Willan +44 (0) 20 7264 8103 diana.france@hfw.com</p>	 <p>Catherine Emsellem-Rope Legal Director Holman Fenwick Willan +44 (0) 20 7264 8279 catherine.emsellem-rope@hfw.com</p>
<p>Diana advises clients across the energy sector on upstream oil and gas, LNG, energy management, electricity and renewables. She previously worked in industry with British Gas Exploration and Production (now Shell) and then with Dalkia, the energy branch of Veolia Environment.. For many years, Diana has led a team of HFW lawyers advising the national oil company of a major oil producing state. She has drafted and negotiated agreements with international oil companies and contractors for this client, working closely with its in-house legal team and other experts.</p>	<p>Catherine is a transactional lawyer who specialises in complex contractual arrangements in the energy, logistics and ports and terminal sectors, with a focus on major projects and supply chain issues.</p> <p>Catherine advises on master agreements and general terms and conditions for use in her specialist sectors, EPC and EPCIC contracts and licensing agreements. She has extensive experience in contract drafting and negotiation on an international basis. Experience includes the acquisition of a midstream oil company with operations in the UK, and advising an Asian floating product storage and off-take vessel topside manufacturer on a joint venture with a state oil company for the local production of topsides.</p>

FOOD, RURAL AFFAIRS, ENVIRONMENT

Summary

Our consortium are able to advise on legal issues arising out of the food and rural affairs sectors and have extensive experience in advising on environmental matters and in particular waste management, sewage/waste water and energy matters. We also advise on numerous aspects of land use and undertake enforcement cases including those involving pollution. Parliamentary and planning teams within our consortium also handle consenting processes including Hybrid Bills, DCO, Special Parliamentary Procedure and land tribunals and advise on all manner of infrastructure and regulatory matters including waste on land, power generation and off take, contamination, disposal of wastes and clean –up, construction and decommissioning of environmental facilities. Our consortium includes leading specialists in waste management advice including collection and recycling contracts and policy and are the joint authors of Defra's model waste contract for use on waste PPP contracts (WIDP's Residual Waste Treatment Contract) and were appointed by Defra to provide advice and guidance on a number of associated matters including devising co-operation arrangements between waste authorities. The team has advised on a large number of waste management projects of all types including waste recycling, collection, treatment and disposal contracts and have advised on finance structures and shared solutions including the Thames Tideway Tunnel; a project within Defra's remit.

Key Contacts

 <p>Nicola Sumner Partner and Head of Infrastructure Sharpe Pritchard LLP +44 (0)20 740 54600 nsumner@sharpepritchard.co.uk</p>	 <p>Carroll Dodd Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7212 4727 carroll.dodd@pwc.com</p>
<p>Nicky is a contracts and procurement lawyer with over 20 years' experience of advising public sector clients including contracting authorities, utilities, infrastructure delivery bodies, Central Government and Local Government. Nicky's core area of practice is advising on high profile and complex procurement processes for the delivery of Projects/PFI/PPP. Nicky is highly experienced in project managing complex procurement processes from end to end.</p>	<p>Carroll is a 12-year ppe solicitor specialising in public procurement and commercial contracts. She has previously spent 18 months worked at Department for Environment Food and Rural Affairs (Defra) as a commercial contracts and public procurement solicitor.</p> <p>Carroll has previously advised on:</p> <ul style="list-style-type: none"> • a transformational IT programme for implementation of the Common Agricultural Policy; • a licensing regime for vessels operating in British waters; and • agreements relating to research in the food industry.

FRANCHISING

Summary

Our consortium includes outstanding experience advising a range of clients in relation to franchising both in the UK and internationally. This advice includes helping clients assess how to approach new markets, establishing the optimal balance of roles and responsibilities between the franchisor and the franchisee and ensuring the parties have the right infrastructure in place to support the relationship, as well as advising on the actual drafting and negotiation, operation and termination of these complex agreements. Where our clients need help establishing the model and ensuring it works efficiently, senior lawyers in our consortium work alongside colleagues in consultancy, forensics, transaction services (due diligence) and valuations teams.

Franchising relationships are inevitably complex and a variety of expertise is often required to prepare both the franchisor and the franchisee to operate with the right amount of collaboration to enhance each other's reputation. It is essential that the agreement and other documentation in place between them reflect the blend of responsibilities needed to make this special kind of relationship work.

Our consortium lawyers are experienced at negotiating franchising agreements and, working with colleagues in other non-legal teams, and have expertise addressing the full range of issues that arise.

Key Contacts


 <p>Latika Sharma Legal Director PricewaterhouseCoopers LLP +44 (0) 20 7212 1574 latika.sharma@pwc.com</p>	 <p>Jennifer Winterhalder Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7804 3924 jennifer.h.winterhalder@pwclegal.co.uk</p>
<p>Latika leads PwC's Intellectual Property team and has over 20 years' experience working with clients on franchising and similar arrangements. This ranges from helping clients to assess the franchising model against other models, to negotiating franchise agreements, testing agreements against best practice and helping clients to terminate arrangements with under-performing franchisees.</p> <p>Transactions of note include:</p> <ul style="list-style-type: none"> • advising a UK headquartered retailer over a number of years on terms of franchising agreements, selection of and negotiations with new franchisees. • assisting a retail group with terminating franchise arrangements which were no longer working, including dealing with the resulting disputes and litigation; and • working with an international coffee chain, alongside PwC's internal audit experts, advising the on the extent to which its international franchising agreements and its processes in place for assessing and entering into agreements measure against best practice. 	<p>Jen has been practising as an IP and franchising specialist at PwC since she joined from Hogan Lovells in 2012. She regularly advises clients on franchising and similar arrangements in the UK and internationally. Typically this involves drafting and negotiating contracts, reviewing business controls in place to support the model and helping clients to assess their roles and responsibilities, particularly where there are potential disputes.</p> <p>Transactions of note include:</p> <ul style="list-style-type: none"> • producing a template franchise agreement for a fast food retailer to use to establish a franchise network in the US. This included helping the client to understand the requirements of its new market; • drafting a series of franchise agreements for a worldwide entertainment group, dealing with a range of critical issues such as health and safety requirements, maintenance of premises, merchandising and continuous training, as well as control over branding and reputation and putting in place robust provisions on fees; and • creating new franchising arrangements for a fast growing group which better reflected where the value for its franchisees came from.

HEALTH AND HEALTHCARE

Summary

Our consortium provides legal services in respect of public sector healthcare including but not limited to healthcare commissioning, transactional, litigious and regulatory issues relating to Central Government and the NHS. We have considerable experience of providing a variety of legal services to multi-national private sector healthcare providers, including in relation to the NHS' procurement of large scale technology solutions, medical devices and other goods and services.

Key Contacts

 <p>Nigel Wilson Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 7213 1655 <i>n.wilson@pwc.com</i></p>	 <p>Jo Payne Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 7718 979301 <i>joanne.payne@pwc.com</i></p>
<p>Nigel is a Senior Manager in PwC's Commercial and IT practice with over 15 years' experience. Nigel has considerable experience of working on both public and private healthcare sector matters for a variety of global clients. He has recently undertaken a six month secondment to an industry leading healthcare and insurance services provider. Nigel has advised a number of NHS Trusts on their procurement of ERP and PACS systems. Nigel has also advised a leading healthcare provider on a series of IT and commercial procurement projects. Nigel has also advised another major healthcare services provider on the establishment of standard terms under which to procure IT, products, maintenance and other services.</p> <p>Nigel's recent projects include supporting a healthcare provider on the strategy, RfP, procurement, creation and negotiation of the contract involving three leading global suppliers and the subsequent negotiation of the master agreements with the chosen supplier. He advised on regulatory requirements, HR, cyber security, global data privacy issues, as well as the substantive commercial agreements and risk management/allocation.</p>	<p>Jo is a Senior Solicitor in PwC's Employment team and has worked within the healthcare sector for over 7 years, providing both contentious and non-contentious legal advice and services to NHS organisations including NHS Trusts, Foundation Trusts, Ambulance Trusts, Clinical Commissioning Groups, Commission Support Units and Medical Practices. A significant focus of Jo's NHS client work involves being aware of the NHS landscape and challenges, including QIPP targets, 7 day services and staff shortages. Jo has a detailed knowledge of the NHS structure and key NHS frameworks and terms (e.g. Agenda for Change). She has considerable experience in defending and advising NHS and Ambulance Trusts in relation to their Employment Tribunal claims, varying from unfair dismissal, discrimination, breach of contract, workers status and unlawful deductions from wages. She has also defended.</p> <p>Numerous equal pay claims against NHS organisations, achieving successful outcomes. Jo has also advised on the merits of settlement litigation which includes liaising with the NHS and the Treasury. Jo has also provided tailored training to NHS clients on a variety of key topics.</p>

HEALTH AND SAFETY LAW

Summary

Within our consortium we have vast experience in health and safety matters which includes fire safety and food safety/hygiene. Our specialist lawyers advise and assist clients with all kinds of issues, both contentious and non-contentious. This includes advising clients in carrying out investigations and in managing investigations by safety authorities, the police and public authorities and frequently representing health and safety clients in court, including criminal and coroners' courts and tribunals. Our consortium includes specialists acclaimed for their strategic thinking and pragmatic approach. We also advise other health and safety organisations and professionals on law and compliance.

Case study - Challenging public body enforcement action against client

Howes Percival advised a national health and safety services company in respect of enforcement action taken against it by the Health & Safety Executive (HSE). Howes Percival successfully challenged the action through HSE's formal dispute procedure. Howes Percival demonstrated that the HSE had incorrectly applied the law. This was a matter of the utmost seriousness because, had the client failed in its challenge, a precedent would have been set and it would have needed to review both its business model and services methodology for several thousand of its own clients.

Key Contacts



 <p>Alan Millband Partner Howes Percival LLP +44 (0) 116 247 3521 alan.millband@howespercival.com</p>	 <p>Simon Kiely Solicitor Sharpe Pritchard LLP +44 (0) 20 7405 4600 skiely@sharpepritchard</p>
<p>Alan heads the health and safety team, and has specialised for 30 years in health and safety law. Alan is the Editor of a renowned health and safety law text book, a Guest university lecturer on safety law and a much sought after advisor on law and compliance issues to health and safety organizations and professionals, and industry associations. As such he is a frequent presenter on health and safety law and issues on public forums. Alan is a Member of Health and Safety Lawyers' Association.</p> <p>Alan conducts his own advocacy in criminal and coroner's courts and tribunals, while advising in respect of health and safety and regulatory cases, appeals against enforcement notices and other compliance issues.</p> <p>Recent experience has been acting for further education colleges and universities, ambulance services providers, healthcare services providers to primary trusts, and local authority officers in the retail, manufacturing, leisure and tourism, professional services and care sector.</p>	<p>Simon was admitted as a solicitor in 2011 and joined Sharpe Pritchard in 2012.</p> <p>Simon is a specialist prosecutor with a firm background knowledge of health and safety law (including food safety) as well as in a wide range of other regulatory and enforcement areas. He also regularly advises on Proceeds of Crime Act confiscation cases as well.</p> <p>Simon is a confident advocate who regular appears in the magistrates' court to prosecute on behalf of a wide range of clients, including a number of large public sector clients.</p>

LIFE SCIENCES

Summary

Our consortium has considerable experience of providing a wide range of legal services to our Life Sciences clients, in both public and private sectors. We provide advice across the industry, including but not limited to complex cross-border reorganisations, transactional, litigious and regulatory issues relating to pharmaceuticals, medical devices and biotechnology including purchase, sale, licensing and acquisition of new medical products, clinical trials, intellectual property issues including R&D joint ventures, collaborations and university spin outs. In addition to our legal expertise, senior lawyers in our consortium are also privileged to work alongside non-legal Life Sciences specialists, who (uniquely) add significant expertise to our Life Sciences law projects (e.g. regulatory specialists who provide pharma regulatory advice).

Key Contacts

 <p>Thomas Colmer Legal Director PricewaterhouseCoopers LLP +44 (0) 7843 333957 thomas.colmer@pwc.com</p>	 <p>Emma Cartwright Senior Solicitor PricewaterhouseCoopers LLP +44 (0) 20 780 40051 emma.cartwright@pwc.com</p>
<p>Thomas leads our legal deals team in Healthcare providing commercial, timely, concise and robust corporate legal advice on fundraisings, investments, joint ventures and mergers & acquisitions that is of direct practical value. He has over 17 years of legal experience in both large and mid-sized firms and in-house. He has advised: a NYSE-listed pharma group on its strategic syndicated US\$320m investment in a biotech, the largest private life sciences fundraise in the UK to date; a Fortune 500 on its multi-million dollar acquisition of an international CRO; a global pharma on investments in an Austrian prophylactic and therapeutic vaccine platform; a designer/developer of domain antibodies; a Belgian low cost biomanufacturer; a US HealthTech business; a wealth management company on the acquisition of a life sciences joint venture; and has advised on the formation, multiple investment rounds, expansion and acquisition of stakes in an AIM traded diagnostic company.</p>	<p>Emma is a Senior Solicitor in PwC's IP/IT team. She has advised pharma and biotechs on multi-jurisdictional drug disposals, purchases, global transitional services arrangements and post-acquisition IP renewals and assignments in relation to bulk and finished products, generics, OTCs and specials. She has worked on various complex cross-border pharma arrangements, including: drug manufacture, distribution and licensing; quality assurance; R&D collaborations and JV's; university spin-outs; IP cross-licensing and royalty arrangements; material transfer agreements; data sharing and medical data transfers; and manufacture and supply arrangements in respect of medical devices and therapies. Emma spent six months on secondment with a global pharma's in-house R&D legal team, advising on agreements with HCP's, clinical institutions, universities, investigators, CROs and sponsors and multi-jurisdictional PGx and clinical trials, DP issues, medical outsourcings and informed consents.</p>

PUBLIC INQUIRIES AND INQUESTS

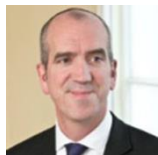

Summary

Experienced planning solicitors within our consortium deal with appeals and plan-making by public inquiries. As part of this process, our lawyers would either lead the cases themselves, undertaking the advocacy required, or provide support while engaging counsel in more complex cases or inquiries listed for more than three days. We have extensive experience in leading on and project managing public inquiries, ensuring they comply with all steps required by the Inspector, including settling and submission of the statement of case and proofs of evidence, ensuring third party witnesses are appropriately briefed and securing submission of key documents (including any legal agreements required in connection with the appeal) within the required timescales.

Case study – Public Inquiry

Sharpe Pritchard had conduct of 3 joint appeals, involving an urban extension comprising up to 11,000 dwellings. Sharpe Pritchard instructed counsel, advised on evidence and negotiated three separate legal agreements. The inspectors refused planning permission for the 2 larger schemes but allowed the appeal on the smaller scheme. This was in line with the position taken by their client. The section 106 agreement for the scheme supported by the Council secured financial contributions and other measures to ensure a sustainable development for the 1,000 dwellings.

Key Contacts

 <p>Aidan Dickinson Senior Solicitor Sharpe Pritchard LLP +44 (0) 20 7405 4600 adickinson@sharpepritchard.co.uk</p>	 <p>Rachel Hey Senior Solicitor Sharpe Pritchard LLP +44 (0) 20 7405 4600 rhey@sharpepritchard.co.uk</p>
<p>Aidan was admitted as a solicitor in 1993 and has over 20 years' experience in all areas of property law including compulsory purchase.</p> <p>Aidan specialises in urban/housing regeneration projects and development work with particular experience in compulsory purchase and site assembly and is head of the firm's specialist CPO unit.</p> <p>Aidan has extensive experience of public inquiry work, acting on behalf of acquiring authorities on major regeneration schemes attracting a high level of public and political interest.</p>	<p>Rachel was admitted as a solicitor in 2008 and joined Sharpe Pritchard in 2006. She is a member of the Compulsory Purchase Association and Deputy Head of the firm's CPO unit.</p> <p>Rachel specialises in planning, highways, commercial property and compulsory purchase law, having particular focus on regeneration schemes.</p> <p>Rachel has acted on behalf of local planning authorities at numerous public inquiries.</p>

TELECOMMUNICATIONS

Summary

Our consortium clients include leading communications providers, new communications technology business and financial institutions who seek out our solutions-orientated approach to a range of advice and transactions, including complex M&A, partnerships, joint ventures, exploitation and protection of intellectual property, network sharing arrangements, sourcing, regulation, disputes, licence bids, privatisations, financing and investment. Senior lawyers within our consortium work with assurance, consulting, tax and deals colleagues, which provides insight and access to the cutting edge of communications issues in the public sector on issues ranging from a paperless NHS to the impact of Brexit.

Case study - Advising on a major Telecommunications Public to Private project of strategic significance for the client's business

PwC advised a large telecoms multi-national on the corporate, structuring, commercial, regulatory, financial, contracting and procurement aspects of a bid for an international project involving the provision of government wide area networks and services, dark fibre, a data centre and broadband internet services for schools and community Centres.

Key Contacts

 <p>Juan Crosby Partner PricewaterhouseCoopers LLP +44 (0) 20 7212 5914 juan.crosby@pwc.com</p>	 <p>Thomas Colmer Legal Director PricewaterhouseCoopers LLP +44 (0) 7843 333957 thomas.colmer@pwc.com</p>
<p>Juan Crosby is Head of PwC's TMT practice. Juan has more than 15 years' experience working in the TMT and other sectors, acting both for public and private sector clients, advising on large complex procurements, major technology agreements and long term, high value, dark fibre and telecommunications services arrangements. He has won a number of industry awards including Best Advisor for his work on a major ICT strategic alliance with two key global suppliers.</p> <p>Juan has advised a major public utilities company on the procurement of dark fibre and operational communications services including drafting and negotiating framework arrangements with a leading telecoms infrastructure provider, and acting for a global FTSE 10 company on strategy and documentation putting in place a multi-vendor ecosystem for applications development and maintenance work, creating annual savings of in excess of 20% of previous spend per year.</p>	<p>Thomas leads our legal deals team in Technology, Media & Telecoms providing commercial corporate legal advice on fundraisings, investments, joint ventures and international and domestic mergers & acquisitions. He has over 17 years of legal experience during which time he has worked on landmark telecoms transactions such as France Télécom/Orange, Wanadoo/Freeserve and the recapitalisation of Cosmarom,.</p> <p>Thomas' experience includes:</p> <ul style="list-style-type: none"> • Advising NewVoiceMedia Ltd on its multiple equity and debt fundraisings of +£150m from Eden Ventures, Notion Capital, MMC Ventures, Highland Capital, Bessemer Venture Partners, salesforce.com, Technology Crossover Ventures and Hercules, Inc. • Advising on the sale of Coalition Development Ltd, an analytics business also part owned by a consortium of investment banks, to Irevna Ltd, a subsidiary of Mumbai-listed Crisil (itself listed), International Deal of the Year by The M&A Advisor.

LAW OF INTERNATIONAL TRADE, INVESTMENT AND REGULATION




Summary

Our consortium has experience acting for national governments and private parties on a broad range of topics within the field of international trade (including transport), investment and regulation and includes leading practices worldwide in shipping, logistics, insurance, commodities and aviation. Our consortium specialists advise on investment protection, trade defence measures (anti-dumping, anti-subsidy and safeguards), Investor State Dispute Settlement, trade sanctions and export controls and have extensive experience advising on international financial regulation. We have lawyers with prior experience on advising Governments on a number of aspects of the law of international trade and understand the particular importance in this area of delivering advice in an efficient manner, and keeping up to date with political as well as legal developments. Our consortium includes the 2015 World ECR's Export Controls Law Firm of the Year (Europe). We also have a pre-eminent global specialist transportation practice, which has been at the forefront of legal developments in this sector for over three decades and advises on transactional issues, liability and disputes as well as key regulatory concerns.

Case study - Advising an Asian Government on investment protection provisions in Free Trade Agreements

HFW drafted a comprehensive study of issues surrounding portfolio investments in Free Trade Agreements (FTAs), including a detailed analysis of investment protection thresholds in FTAs. The client obtained a comprehensive document on a key aspect of the Law of International Trade for the purpose of ongoing trade negotiations. The study allowed the client to formulate its priorities in trade negotiations.

Key Contacts

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<p>Craig is HFW's Global Head of Shipping and particularly well known for his expertise in container shipping/multimodal transport and ports and terminals. As well as litigation and insurance related matters, Craig handles transactional and regulatory projects in these areas. Craig has acted for ship operators and insurers on many of the biggest container vessel casualties, terminal incidents and container shipping line collapses.</p>	<p>Robert's practice focuses primarily on financial services, markets and products. He advises on the impact of financial, energy and other regulations. Experience includes assisting on financial regulatory aspects of the development of UK trading markets in gas (OCM) and electricity (NETA), including clearing arrangements and negotiating exemption orders from the UK Government.</p>
 <p>Jeremy Kelly Solicitor, Holman Fenwick Willan +44 (0)20 7264 8798 jeremy.kelly@hfw.com</p>	<p>He recently drafted pleadings on behalf of a national Government in a landmark CJEU case on the extent of the powers of the EU Institutions to conclude trade agreements. He has worked on a number of trade defence investigations initiated in the EU and other jurisdictions. Jeremy also has experience advising on customs law, sanctions and export controls.</p>
<p>Jeremy specialises in international trade and competition law. He has advised national governments on many aspects of international trade law; notably trade defence measures (anti-dumping, anti-subsidy and safeguards) and investment protection.</p>	

PUBLIC INTERNATIONAL LAW




Summary

Our consortium has wide experience and capability in assisting states, state-owned groups and government ministries on public international law issues such as state immunity, treaty law, bilateral investment treaties, sanctions laws, state responsibility, pollution liabilities of international organisations, concession agreements and piracy.

Case study - Advising a state entity in the Middle East on rights in relation to a region over which sovereignty was disputed and in respect of which treaties had been entered into by the two sovereign states

HFW analysed the treaty and international case law as a matter of urgency and recommended that, in accordance with the treaty terms, steps could only be taken to resolve a dispute by reference to the treaty-appointed body. A number of conference calls were held at short notice (including over a public holiday) and formal advice was delivered clearly and promptly to confirm advice on the telephone. The client has embarked upon a negotiated agreement to address the issue which arose. Assuming that this is successful, it will avoid geopolitical repercussions and restore a significant revenue stream to the client.

Key Contact

 <p>Tom Walters Partner Holman Fenwick Willan +44 (0) 20 7264 8285 tom.walters@hfw.com</p>	 <p>Judith Prior Partner Holman Fenwick Willan +44 (0) 20 7264 8531 judith.prior@hfw.com</p>
<p>Tom has advised on a large number of cases involving the law of sea and international maritime conventions. Tom regularly liaises with the Secretary of State's Representative on matters concerning vessels in distress and requiring salvage assistance, and with the Maritime and Coastguard Agency and the Receiver of Wrecks in the context of salvage claims. Experience includes advice in relation to the Secretary of State's Representative's powers to direct an owner to accept salvage services if there is a threat of significant pollution within the UK's pollution control zone, territorial waters or coastline.</p>	<p>Judith specialises in commodities and international trade, with a focus on oil, sugar and biofuels. She also has extensive experience in oil pollution. Experience includes advising an intergovernmental organisation over a number of years on a range of oil pollution related issues; and advising a Middle Eastern oil sector on claims made against Iraq to the UN Compensation Commission.</p>
 <p>Sue Barham Senior Solicitor, Holman Fenwick Willan +44 (0)20 7264 8309 sue.barham@hfw.com</p> <p>Sue acts for airlines, tour operators, product manufacturers, regulatory authorities, aviation insurers and industry associations. She regularly advises on international aviation conventions and bilateral air service agreements.</p>	<p>Experience includes advising a flag carrier airline on the terms of a bilateral air services agreement between the UK and another state to assist that airline's work with its government in relation to restrictions on a particular route; and representing industry trade associations in proceedings before the CJEU challenging the legality of the EU emissions trading system.</p>

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