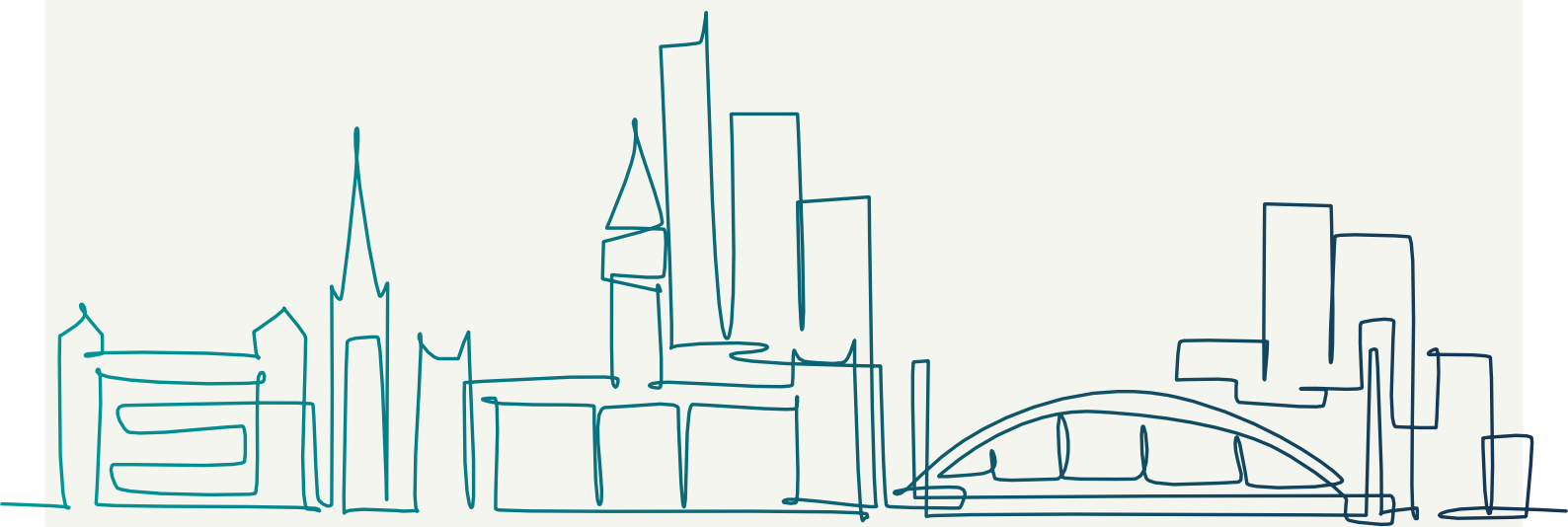


Pannone

Government
Commercial
Agency
Supplier



RM6374 Legal Panel for Public Sector PROSPECTUS

Lot 2 – FOCUSED LEGAL SUPPORT

Lot 3 – LITIGATION AND DISPUTES

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***Disclaimer Notice:**
The information shared within this document is non-confidential and not commercially sensitive.



Introduction

Pannone Corporate LLP (Pannone) was founded in 2014 from a management buy-out of the commercial practice of national top 50 law firm Pannone LLP. We focus exclusively on commercial and public sector clients.

We are proud to be an SME business and are delighted to be part of the GCA framework.

Our 100 strong team is based in central Manchester. We also have a satellite office in London, primarily to meet overseas and London clients.

We punch above our weight in terms of:

- **Our people:** we attract high-quality technical lawyers who also have emotional intelligence. We put a lot of time into our recruitment, appraisal and promotion processes.
- **Our clients:** We support many well-known/household names in the public and private sphere, including Manchester City Council, Transport for Greater Manchester, New Balance, DHL and Iceland Foods.
- **Our reputation for client service:** We have won many awards in the last 10 years. The majority of those awards relate to our client service and are generated by client feedback and not by any award submission by us.

What is it like working with us?

- Collaboration – we work with our clients as one team and do not believe in a hierarchical approach. We are easy to work with.
- We consider ourselves commercial partners first and lawyers second – we do not see our role solely as providing excellent technical legal advice. We can bring commercial experience gained elsewhere to your project. We provide practical and commercial advice in plain language.
- Accessible and responsive – we support our clients with an excellent client service ethos. Our lawyers are easily accessible and will respond promptly to your emails and calls. We are known for our client service, having been recognised in 2026 as being the most recommended law firm in the North West. That accolade does not happen by chance.

- Investment of time – our lawyers do not have individual billing targets. This deliberate policy allows our lawyers to be recognised and rewarded for more than just financial metrics. We encourage our lawyers to invest time with clients, on a non-chargeable basis, with a view to building deep and long-lasting relationships.

Other useful information to know about us

- Our community – we have built through time a network of established loyal relationships with clients and contacts. That community crosses the public, private and third sectors and means we can help introduce you to people who you consider might influence your thinking.
- Global network – we have been a member of PLG, a global membership of law firms, since 1988. The network has over 30-member law firms across 50 cities and 32 countries. We can support you with your projects across the world if required.
- Relationship building – we will spend time getting to know your organisation, your team, your needs and goals, at no cost. Long-term relationships are fundamental to our business. Many of our client relationships go back over 20 years.
- Lastly, we enjoy what we do! We believe that while our work can be challenging and demanding it can, and should be, enjoyable and fulfilling. While the work is serious, we do not take ourselves too seriously.

OUR CULTURE AND ETHOS

We established our firm on a number of key principles:

- **No egos** – we fundamentally believe in team effort and collegiality. We have no room for ego driven behaviour.
- **Meritocracy** – we have created an environment in which everyone can achieve their true potential based on merit and their ability.
- **Client centred approach** – we put our clients' needs first and foremost every time. This drives our success.



Team Structure

SUPPLIER RELATIONSHIP MANAGER → Paul Jonson

LOT 2 – FOCUSED LEGAL SUPPORT		KEY POINT OF CONTACT FOR BID AND TENDER OPPORTUNITIES
	Contracts	Amy Chandler
	Corporate Finance	Tom Hall
	Corporate Law	Tom Hall
	Debt Recovery	Paul Jagger
	Employment Law / Employment Litigation and Dispute Resolution	Jack Harrington
	Franchise Law	Amy Chandler
	Health and Safety	Bill Dunkerley
	Information Law including Data Protection Law	Amy Chandler
	Information Technology Law	Amy Chandler
	Intellectual Property Law	Sarah Bazaraa
	Media Law	Sarah Bazaraa
	Merger and Acquisition Activity	Tom Hall
	Outsourcing	Amy Chandler
	Partnership Law	Jonny Scholes
	Pensions Law	Ginevra Gatrell
	Projects and Transactions	Tom Hall
	Public Inquiries - Support to Participants and Inquests	Bill Dunkerley
	Public Inquiries - Non-Statutory Independent Inquiries/Reviews	Bill Dunkerley
	Public Law / Public Law Litigation and Dispute Resolution	Jonny Scholes
	Real Estate and Real Estate Finance	James Wynne
	Property and Real Estate Litigation and Dispute Resolution	Gemma Staples
	Restructuring and Insolvency	Daniel Clarke

Lot 2 - Digital Tool Tagline

We are a commercial law firm with offices in Manchester and London.
We are proud to be an SME business and a multi-disciplinary provider.

LOT 3 – LITIGATION AND DISPUTES		KEY POINT OF CONTACT FOR BID AND TENDER OPPORTUNITIES
	Commercial Litigation and Dispute Resolution	Paul Jonson
	Public Law Litigation and Dispute Resolution	Jonny Scholes
	Dispute Resolution and Litigation Law	Paul Jonson
	Employment Litigation and Dispute Resolution	Jack Harrington
	Property and Real Estate Litigation and Dispute Resolution	Gemma Staples
	Private Law Litigation and Dispute Resolution	Sarah Bazaraa
	Debt Recovery	Paul Jagger



Social Value

Social value is a priority for our firm. Social value is recognised by our management board as an integral part of who we are as a firm.

Our open, meritocratic and collaborative culture enables our employees to set the pace when it comes to social value. The primary responsibility for delivering change regarding social value sits with our Charities and environment Group (Group). The Group consists of around 20 team members drawn from across the firm at all levels of seniority and includes non-lawyers. The Group is headed by an equity partner, Tom Hall, who can ensure initiatives are progressed and delivered.

Current Social Value Initiatives

- Members of the Group have spoken at local schools and colleges, which have a large proportion of working class or BAME students, in relation to the legal profession and routes into the law.
- We have recently set up a mentoring relationship with Manchester University, a member of the Russell Group of universities. The mentoring is aimed at assisting students from working class or BAME backgrounds to better understand their career options and how to properly prepare for interviews and other practical steps.
- We run a programme of work placements each year in conjunction with The University of Law. The majority of the students at The University of Law, involved in work placements, are from BAME or working-class backgrounds.
- Lastly, we collected 32kg of litter from beaches in North Wales and planted 500 trees during 2025.

EXAMPLES OF OUR COMMITMENT TO SOCIAL VALUE

- No gender pay gap.
- Staff wellness policy – Benefits include free mental health consultations under the firm's private medical health policy.
- 11 per cent of our team come from BAME backgrounds.
- Members of the Group regularly engage in charitable and outreach projects. See further details within our current initiatives.

[Click below](#) to view our carbon reduction plan



Carbon Reduction Plan Pannone Corporate LLP



Contracts

Lot 2

We have a strong and very experienced commercial team with a broad range of expertise across a wide range of disciplines and market sectors. We advise on the supply or procurement of goods or services, collaboration agreements, agency agreements, manufacturing agreements, management agency agreements, facilities management agreement, and complex major contracts and projects. We act for both suppliers and customers from the private and public sector, with a strong client base of nationally and internationally recognised organisations.

Examples of our work

- Advising a leading provider of workforce solutions on managed services agreements, particularly in connection with the provision of security (guarding and technology services), ground handling at airports, and facilities management.
- Negotiating various contracts for a leading provider of davit cranes, including specialist marine davit cranes for offshore wind farms and electric overhead travelling cranes for use in aviation manufacture.
- Advising a regulated provider in the Social Housing sector on grant funding agreements.

Team strengths

- Plain language advice – we provide clear, practical and commercial advice in everyday language.
- Teamwork – we work with clients as one team, no barriers. We see ourselves as an extension to your team.

Key contacts



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Corporate Finance

Lot 2

Our Corporate Finance team regularly advise on a wide range of corporate finance transactions, including:

Equity finance, including pre-seed / seed / development capital / Series A/B/C / partial and full partial private equity exit, acting for a range of founders, management teams, investee companies and institutional investors.

Debt investments, including via loan, loan notes, convertible loans and other financial instruments.

General corporate banking matters, finance arrangements and security documents.

Examples of our work

- Advised Greater Manchester Combined Authority (**GMCA**) on various debt and equity investments in a range of sectors.
- Advised Lancashire County Developments (Investment) Limited on various investments made pursuant to their 'Rosebud' fund.

Team strengths

- **Commitment** – the team is well known for “getting the job done” within agreed timescales. Our team is not dissuaded by unusual or challenging projects.
- **Collaboration** – we have built a deserved reputation for working hard at establishing deep collaborative relationships with our clients. It is more than just another project for us – every time.

Key contacts



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Corporate Law

Lot 2

Our corporate law team can support you with all aspects of corporate law including; joint venture agreements, disposals and capitalisations, share acquisitions, advice on director's duties, company secretarial support and restructuring.

Examples of our work

- Advised Transport for Greater Manchester on a detailed corporate reorganisation and group simplification, which involved various company strike offs, reductions in share capital, dividends (cash and in specie), share transfers and regularisation of inter-company balances.
- Advised a number of ALMOs in the Social Housing sector on their grant agreements with the Homes & Community Agency and on general Corporate Governance issues. The latter involved reviewing, drafting and negotiating new and appropriate constitutional documents for the ALMO in question, advising the board on their rights and duties under such documents – particularly with regard to their relationship with their local authority members – and opining on the validity of board papers and their impact on the articles of association of the ALMO.
- Advised Community Foundation for Greater Manchester on Corporate Governance issues, which included reviewing, taking instructions and finalising the articles of association of the company and ensuring its compliance with corporate legislation.
- Advised Manchester Sport & Leisure Trust on Corporate Governance issues, which included reviewing, taking instructions and finalising the articles of association of the company and ensuring its compliance corporate legislation.

Team strengths

- **Commitment** – the team is well known for “getting the job done” within agreed timescales. Our team is not dissuaded by unusual or challenging projects.
- **Collaboration** – we have built a deserved reputation for working hard at establishing deep collaborative relationships with our clients. It is more than just another project for us – every time.

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Debt Recovery

Lot 2 & Lot 3

Our large commercial debt recovery team is regarded as a leader in its field both across the North West and nationwide. We provide a full service offering to clients from pre-action correspondence through to the issuing of claims. The team are highly experienced in advising our clients on all enforcement routes. The team also offer a bespoke service in relation to statutory demands, bankruptcy and winding up proceedings. The team is supported by market leading specialist software which facilitates easy integration with clients' credit control systems.

The senior members of the team have over 100 years collective experience.

We were instructed in relation to over £40m of debt during 2025.

Examples of our work

- Advising a local authority in relation to the collection of business rates.
- Working closely with a city council's finance team on a project to improve collection of council tax.

Team strengths

- Experience – we have a large team, and the senior members of the team have over 100 years collective experience in debt recovery.
- IT support – in conjunction with a leading specialist IT supplier we have built our own bespoke software based on client needs.

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Employment Law / Employment Litigation and Dispute Resolution

Lot 2 & Lot 3

Our large team of employment specialists cover the full range of contentious and non-contentious employment issues including restructuring, issues relating to TUPE / CoSOP, changes to working conditions and terms, redundancies and reorganisations. The team also has many years of experience in supporting clients with grievances, internal investigations and tribunals (including the EAT).

The size of the team combined with the breadth of experience results in a confidence that we can support you with employment/HR related issues.

Examples of our work

- Provided employment law advice to a public sector client in the social housing sector, including drafting and reviewing HR correspondence and documents, providing strategic advice to the senior management team on issues such as equal pay and job evaluation, re-organisations and redundancies (including collective redundancies), outsourcing/insourcing, and executive terminations.
- Helped defend several claims for an arms-length public sector client, including a tribunal claim from an employee for unfair dismissal, whistleblowing, breach of contract, disability and sex discrimination, breach of the Working Time Regulations, and bullying and harassment.
- Advised a public sector housing client, regarding the application of the TUPE Regulations, where two contracts for floating support with a city council were re-tendered and awarded to different providers. We were able to put forward a strong legal case for the application of TUPE. We also advised on the appropriate processes to be followed to comply with the requirements of collective TUPE consultation and individual redundancy consultation.

Team strengths

- **Communication** – the team is accessible and easy to work with. Communication is a key part of that ethos. We have robust KPIs in terms of responses to our clients and delivery of work products.
- **Partnership** – our team has always seen itself as an extension of our client's HR teams. Many of our clients have worked with us on employment and HR issues for over 20 years. We work hard to develop close and collaborative relationships.

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Franchise Law

Lot 2

We advise franchisors on franchise agreements, supporting franchisors in protecting the value of its intellectual property, and to provide a framework to ensure the quality and consistency of goods and services provided across the network in order to preserve brand standards.

Examples of our work

- Advising UKROEd Limited, the entity responsible for the development, management and administration of the National Driver Offender Retraining Scheme, on its course provider licence agreement which governs the way in which accredited course providers deliver the NDORS courses.
- Advising a franchisor of convenience stores and off licences, under a number of different brands and fascias, on its suite of franchise agreements.
- Advising a global franchisor of tutoring services on updates to its franchise agreement, and data protection issues relating to the processing of personal data of children.
- Advising a global franchisor of quick service restaurants on an agreement with the negotiation of one of its key delivery partners for the benefit of its franchise network.

Team strengths

- Plain language advice – we provide clear, practical and commercial advice in everyday language.
- Teamwork – we work with clients as one team, no barriers. We see ourselves as an extension to your team.

Key contacts



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Health and Safety

Lot 2

Our regulatory team provides our clients including public sector bodies with committed and expert support in respect of regulatory and criminal investigations together with compliance advice across the full spectrum of workplace health and safety, food safety and fire safety regulations.

An experienced member of the team is always available 24 hours a day and seven days a week to speak to clients. The early stages of an investigation can be critical and we regularly support clients with the following steps

- instructing and guiding privileged and non-privileged internal investigations;
- early case assessment; identifying potential liabilities and helping to set the responsive strategy;
- advice and representation in connection with regulator-led interviews under caution; and
- representation in the criminal and coroner's courts including advocacy.

Examples of our work

- We represent our client in connection with an ongoing HSE investigation into potential health and safety offences following an explosion at a steel processing site. Our client was a sub-contractor at site with responsibility for rail maintenance and repair.
- We represent an individual suspect involved in the ongoing investigation into the Didcot Power Station collapse in February 2016 which killed four people. Our client is being investigated on suspicion of gross negligence manslaughter as well as a health and safety breach. It is one of the longest running regulatory investigations in the UK.
- We have represented Logistics UK, formerly the Freight Transport Association, which is one of the largest trade associations in the UK and a not-for-profit organisation, with health and safety advice.

Team strengths

- Our commitment – our team is known for its commitment and tenacity. We leave no stone unturned in supporting our clients through regulatory and criminal investigations.
- Our experience – our senior team has over 50 years specialist experience.
- Our availability – our team can make themselves available 24/7 if needed.

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Information Law including Data Protection Law

Lot 2

We advise on all aspects of data protection and GDPR compliance, including advising on internal policies and procedures, data protection processing and sharing clauses and agreements, data protection impact assessments, subject access requests, personal data breaches, and on defending claims from individuals for compensation for breach of the GDPR.

Examples of our work

- Supporting a software procurement company with its data protection compliance programme, including reviewing and auditing the programme, advising the client on making international transfers of data under data protection legislation, and advising on a range of other business data protection queries.
- Providing data protection support to the in-house legal team of a global venue management company, including updating and amending its privacy notice, cookies policy, CCTV policy and data retention policy, advising on data sharing, transferring data internationally, direct marketing and data protection impact assessments.

Team strengths

- Plain language advice – we provide clear, practical and commercial advice in everyday language.
- Teamwork – we work with clients as one team, no barriers. We see ourselves as an extension to your team.

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Information Technology Law

Lot 2

We advise on a wide range of IT related contracts, including IT development and/or implementation projects, software as a service, managed services, IT infrastructure contracts, IT support and maintenance agreements, hosting agreements, and IT outsourcing.

Examples of our work

- Advising a Combined Authority on the development and implementation of a new real time information system for the public bus network in its region.
- Advising a public authority on the procurement of a managed services agreement for the hosting, management and support of a critical business IT system central to its business operations.
- Advising a housing authority on the procurement of an infrastructure as a service contract (including hosting, telephony, WLAN, security services, and wireless infrastructure).
- Advising a utilities company in connection with the procurement of services for the design, installation and commissioning of a new SCADA system used for monitoring and controlling its water network.

Team strengths

- Plain language advice – we provide clear, practical and commercial advice in everyday language.
- Teamwork – we work with clients as one team, no barriers. We see ourselves as an extension to your team.

Key contacts



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Intellectual Property Law

Lot 2

We support clients in maximising and protecting their intellectual property (IP). We can support you with your IP strategy, the most effective protection methods and making the most from your IP.

We are known as a leading IP team both in relation to non contentious issue and also IP litigation. We have years of experience in working with clients on complex IP and technology licence agreements, R&D and collaboration agreements. If things go wrong, we have deep seated expertise in resolving IP disputes and have trial experience in the High Court and Court of Appeal.

Examples of our work

- We have for over a decade advised a long-standing client in respect of contentious and non-contentious intellectual property matters. This has included advancing and responding to copyright, registered and unregistered design right, trade mark and passing off claims.
- Advising on various sponsorship and brand partnership agreements in relation to venues and high profile events. We act for both companies in the private sector, providing sponsorship to such events, and we also advise various venues in the arts and entertainment sector on partnership agreements. These are important for venues as providing a key revenue stream and as a means of creating valuable opportunities to engage with a wider audience through collaboration with high-profile brands.
- Advising companies in different sectors in relation to collaboration agreements and knowledge transfer agreements, including in connection with research projects with universities.

Team strengths

- **Commerciality** – the team is known for its practical and commercial approach. Advice is delivered in plain and understandable terms.
- **Experience** – the senior members of the team each have over 20 years deep seated experience in advising on all aspects of IP, both contentious and non contentious.

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Media Law

Lot 2

Our media team is independently recognised as expert in brand/reputation management issues and also in relation to defamation and privacy. We often have to move very quickly to secure the best outcome for our clients.

Our breadth of experience includes; defamation, civil harassment, breach of confidence, privacy and dealing with the regulators (Ofcom, IPSO and ASA).

Examples of our work

- Advised a former Labour Party councillor in relation to reputation management concerns and defamatory statements published about him. We advised our client in relation to the wrongful reporting by a national newspaper that our client had been arrested in connection with allegations of computer hacking. This resulted in the on-line version of the article being amended, and the publication of a clarification and apology.
- Regularly instructed by our clients to prepare robust but fair pre-publication rights of reply. Some of these replies concern public interest issues.
- We have been engaged on a number of occasions by a religious organisation to help it manage a hostile and vocal protest group within its membership. This instruction called for a nuanced and sensitive approach.

Team strengths

- **Technical ability** – our externally recognised team is hugely experienced and has dealt with a wide range of issues for a broad spread of clients over 20 years.
- **Availability and accessibility** – issues regarding media law can move very quickly. We make ourselves available to support our clients.

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Merger and Acquisition Activity

Lot 2

Our M&A team regularly advises on the full range of corporate transactions, including:

- Mergers, acquisitions and disposals (share, business and asset deals).
- Restructuring, reorganisations and divestments
- Joint ventures.

Example of this work

- Advised Manchester Airport plc in respect of its sale of a controlling interest in Humberside International Airport to Eastern Airways. This transaction had a strong local authority focus given that Manchester Airport plc was ultimately owned by the ten Greater Manchester borough and city councils, that the minority shareholder of Humberside Airport was North Lincolnshire Council and that a local government pension scheme (operated by East Riding of Yorkshire Council) was involved.

Team strengths

- **Commitment** – the team is well known for “getting the job done” within agreed timescales. Our team is not dissuaded by unusual or challenging projects.
- **Collaboration** – we have built a deserved reputation for working hard at establishing deep collaborative relationships with our clients. It is more than just another project for us – every time.

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Outsourcing

Lot 2

We advise on outsourcing projects relating to IT and other key business or operational functions. By the nature of such agreements, they are often strategically important, technically complex and commercially sensitive.

These projects are led by our commercial team, with input from other specialists, including Real Estate, employment and pensions.

Example of our work

- We advised a major warehousing and logistics company on an outsourcing agreement with a utility's provider, as part of a transformation of the customer's supply chain. This involved the outsourcing of warehousing operation services, and the provision of an end to end integrated logistics solution for certain categories of products. It was a complex project, involving the fit out of two new warehouses, installation of automation systems, implementation of new supply chain processes, integration of major IT systems, and transfer of employees.

Team strengths

- **Commitment** – the team is well known for “getting the job done” within agreed timescales. Our team is not dissuaded by unusual or challenging projects.
- **Collaboration** – we have built a deserved reputation for working hard at establishing deep collaborative relationships with our clients. It is more than just another project for us – every time.

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Partnership Law

Lot 2

Our team includes regionally recognised experts in partnership/LLP law. We advise and support clients with limited liability partnerships, traditional partnerships (under the 1890 Partnership Act) and limited partnerships.

We are best known for our expertise in resolving partnership disputes.

Example of our work

- We were involved in a large LLP dispute involving multiple parties in the health care sector. There were also regulatory issues to consider. By careful and selected intervention, we were able to apply appropriate pressure to the necessary stakeholders which unlocked a settlement acceptable to all parties.

Team strengths

- **Experience** – we have years of experience in resolving partnership disputes (of all types) outside of the court/arbitration process. We are skilled in the use of alternative dispute techniques for this type of dispute.
- **Approach** – we apply a goals-based approach at the outset. It is not a case of one size, fits all. Each issue, each client is different and we will work with you at the outset to identify the solution that best fits your objectives.

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Pensions Law

Lot 2

We have over 20 years of experience providing legal advice on public sector pensions issues.

Our expertise and experience cover technical advice on pension benefits, pension scheme documentation, pension announcements, pension scheme amendment and pension scheme closure, automatic enrolment and pension disputes, public sector pension scheme matters in relation to the LGPS, NHSPS and CSPA.

Our expertise and experience cover commercial and contractual advice on TUPE pension issues, including Cabinet Office Statement of Practice and Fair Deal, pension rights on outsourcing, pension issues on redundancy, and defined benefit pension scheme issues on corporate sales and acquisitions, pension bulk transfer issues on public sector contracts.

Examples of our work

- Advising on Local Government Pension Scheme benefits and LGPS closure for employers who are admission bodies, such as leisure centres, charities that support police work, catering and cleaning companies. In particular advising on enhanced pension rights connected with redundancy or early retirement and regulation 64 deficits.
- For a healthcare charity, advising on NHS Pension Scheme Direction and changes to the NHS Pension Scheme Direction including working with NHSBSA and healthcare worker classification.
- Advising on Local Government Pension Scheme documentation and commercial terms for numerous UK schools and academies that contract with catering and cleaning service providers, including LGPS liability issues, regulation 64 deficits, timing issues and contractual protections in relation to funding liabilities.
- Assisting advising central government on technical and commercial Pension terms in government IT outsourcing contracts 2011 – 2013. Including advising on participation of TUPE staff in broadly comparable pension schemes and bulk transfers of accrued pension liabilities and participation of service providers in civil service pension scheme.

Team strengths

- **Experience** – we have 20 years of deep-seated experience.
- **Clarity** – we cut through the jargon and excel in explaining often complex and technical issues in everyday language.

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Projects and Transactions

Lot 2

We regularly advise on complex transactions in highly regulated environments including:

Financial services

- Advised KKR private equity backed APRIL on its acquisition of insurance broker, insurance premium funder and claims handler Lexham, a deal which involved both SRA and FCA clearance.
- Advised Bollington Insurance Brokers on its MBO backed by Inflexion and its subsequent sale to Gallagher.
- Advised Verlingue on its acquisition of Lloyds broker ICB.

Water

- Advised then-listed Dee Valley Water on various corporate governance issues including the organisation of its general shareholders' meeting, prior to its take-private.
- Advised the shareholders of Detectronic, a specialist in water flow management, on its sale to Adler & Allan (backed by Goldman Sachs).

Transport

- Advised Manchester Airport plc on the sale of Humberside International Airport to Eastern Airways.
- Advised Manchester Airport on its acquisition of East Midlands and Bournemouth Airports.

Digital services

- We regularly advise various private equity institutions, family offices, companies and management teams on a wide range of transactions in the digital space. These include fund raises, acquisitions and disposals.

Team strengths

- **Commitment** – the team is well known for “getting the job done” within agreed timescales. Our team is not dissuaded by unusual or challenging projects.
- **Collaboration** – we have built a deserved reputation for working hard at establishing deep collaborative relationships with our clients. It is more than just another project for us – every time.

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Public Inquiries - Support to Participants and Inquests

Lot 2

We routinely represent clients at public inquiries and inquests.

Public inquiries and inquests are increasingly the starting point for enforcement action. Inquiries and inquests can be emotionally charged environments due to the nature and format of the proceedings and the incident giving rise to them.

Our team has devised an inquest training programme which provides businesses with valuable insight into the scope and purpose of inquests and how best to manage the presentation of information so as to minimise the potential for an (unnecessary) adverse or detrimental outcome.

Examples of our work

- Represented a social housing provider during a two-week inquest following the death of a two-year old within his parents' flat.
- This case attracted significant media interest, with the intensity compounded by occasionally selective reporting of key events during the hearing: whilst a number of parties were present, media interest focussed on our client to the possible exclusion of the failings of other organisations. This public scrutiny presented an additional challenge and required adoption of a dynamic multi-disciplinary approach to the case, to include the appointment of PR professionals on behalf of the client.
- Represented a social care provider at inquest following the death of a service user. Shortly prior to the final hearing, we received over 5,000 pages of disclosure from a coroner, including previously unseen witness statements. To help marshal the significant volume of new information received, we created a table listing the key issues in the case, as well as the client's position in respect of each issue, referencing the source and location of that evidence within the bundle received.
- This exercise undertaken at short notice enabled the teams (both our team and the client team) to efficiently consider the entirety of the evidence received, assess the strength of client's position in respect of each key issue and identify further information and instructions required from the client in respect of specific issues.

Team strengths

- **Experience** – we have years of experience in representing clients at inquiries and inquests. These forums require a particular sensitivity and approach.
- **Methodology** – inquests and inquiries can generate very large volumes of data/ documents. We are expert at managing this process in an effective and efficient way.

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Public Inquiries - Non-Statutory Independent Inquiries / Reviews

Lot 2

We are experienced in acting on behalf of clients in connection with multiple and high-profile public inquiries (both statutory and non-statutory), including those arising in connection with the Manchester Arena bombing and Grenfell.

We have represented clients at all stages of the investigatory process including advising on applications for Core Participant status; collation and submission of documentary and witness evidence; attendance at the inquiry; and Article 13 responses.

Examples of our work

- We were instructed on behalf of an individual in connection with the David Fuller non-statutory inquiry, following his giving of evidence. As a result of our support, no criticism of our client was included in the final report which was issued.
- We were instructed on behalf of an individual emergency worker who had been called to give verbal evidence to the Manchester Arena Inquiry. We were instructed after the client had given live evidence. We were able to provide a comprehensive response to all criticisms of our client and submit this within the required timeframe. This is an example of our team's ability to consider and absorb significant quantities of information, take client instructions and respond within the statutory time limit to achieve a positive outcome for the client.

Team strengths

- **Experience** – we have years of experience in representing clients at inquiries and inquests. These forums require a particular sensitivity and approach.
- **Methodology** – inquests and inquiries can generate very large volumes of data/ documents. We are expert at managing this process in an effective and efficient way.

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Public Law / Public Law Litigation and Dispute Resolution

Lot 2 & Lot 3

Our renowned litigation team provides expert and close support to public bodies and agencies. We are often called upon to act swiftly, and we are of a size which enables us to put together a team at short notice. We support clients through the often complex contentious issues which can arise for public and third sector bodies.

Our team can support you with a variety of public law disputes including investigations and judicial review applications. We work very closely with our clients on these issues and see ourselves as an extension of the clients' own internal teams. At the outset of every engagement, we prepare with the client a resolution strategy which sets out the ideal outcome and how best to achieve that goal alongside a cost budget.

Examples of our work

- Acting for a public authority in a judicial review in relation to the proper application of expense reimbursement rules. We supported our client during the litigation. The outcome was positive and brought about changes to policies and procedures.
- We have supported a wide range of clients with investigations; across a range of issues. Our roles in the investigations have been varied, depending on the clients' requirements. We have wide experience and can adapt to client needs in terms of support.

Team strengths

- Experience in dispute resolution – we have years of experience in relation to negotiation, mediation, conciliation and other forms of alternative dispute resolution. Should litigation be necessary, our team has a strong command of the trial process.
- Adaptability – we can be very flexible as to the type and level of support needed. We do not dictate to our clients the support they need. We can help as much or as little as required.

Key contact



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Real Estate and Real Estate Finance

Lot 2

The team supports a wide range of public and non public sector clients.

The work we routinely support our clients with includes acquisitions, disposals, freehold, leasehold, licences, landlord and tenant issues, development and investment schemes.

We have acted for the social and affordable housing arm of Salford City Council since its incorporation in 2017. Initially our engagement was limited to the model of smaller off-plan acquisitions within private-sector mixed tenure developments but this has swiftly expanded into large Council led housing programmes where Homes England Funding, Local Authority Housing Funds (LAHF) and Greater Manchester Combined Authority funding have been central in the viability of bringing social and affordable housing schemes forward.

We have developed a skill set and knowledge base to lead on both the acquisition and disposal side of a highly regulated and complex area of real estate.

Examples of our work

- Drafting and providing advice in relation to LAHF/ GMCA and Homes England Grant Funding Agreements and underlying security documents on Council led schemes (facility agreements and legal charges).
- Drafting Homes England compliant Shared Ownership Leases by reference to the Homes England Capital Funding Guide and dealing with subsequent sales to shared owners.
- Understanding and applying Regulator for Social Housing Social Rent requirements into transfers/ long leasehold interests and tenure mix requirements.
- We recently acted on a major partnership Conditional Development Forward Funding Agreement between English Cities Fund/ Muse and Salford City Council on a brownfield regeneration project with a value of £29m and facilitated advice on construction documentation (building contract package and third-party rights) and grant funding and client 'end user' requirements for affordable rented properties and shared ownership properties.

Team strengths

- **Experience** – the team has many years of experience in supporting public sector clients with complex and high value projects with an outcome focussed mindset.
- **Bespoke** – we will take the time needed to understand properly your aims and objectives and to fit our way of working to those desired outcomes.

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Property and Real Estate Litigation and Dispute Resolution

Lot 2 & Lot 3

Our specialist team is experienced in advising on all aspects of real estate litigation. The team acts for a wide range of clients, both private and public sector.

The team's experience includes the following:

- **Lease renewals and termination:** standard and contested lease renewals, notices to quit, break notices, residential and commercial possession, forfeiture;
- **Lease covenants:** breach of covenant, dilapidations, service charges, rent review, rent arrears, insolvency, consents, bailment and abandonment of goods;
- **Development issues:** enforceability of agreements, rights of light;
- **Telecoms:** termination procedures under the "old" and "new" telecoms code from a landlord and tenant perspective, the granting of new and interim rights, telecoms in the context of consents and the structuring of telecoms arrangements;
- **Land issues:** trespass, protest, boundary issues and encroachment, adverse possession, party walls and access to land, registration of rights, easements;
- **Residential management:** enforcing covenants, right to manage, possession and injunctions.

Examples of our work

- The property litigation team undertakes possession work for Manchester Life, an organisation which was established in partnership with Manchester City Council with the goal of regenerating the northern part of the city centre. Manchester Life manages over 1000 apartments within six buildings which are rented on an assured (formerly assured shorthold) tenancy basis.
- We are engaged by a third sector client to serve appropriate notices in circumstances where tenants have fallen into arrears and, where necessary, pursue possession through the court process. The team has created a streamlined process based on a fixed fee menu to ensure that this work can be undertaken as efficiently as possible, thereby mitigating financial exposure.

- Advising the London Development Agency in connection with the development of the Olympic Park in preparation for the 2012 Olympics.
- Assisting English Partnerships (as it then was) in obtaining possession of multiple properties within the Lime Street and Edge Lane areas of Liverpool as part of their compulsory purchase and regeneration plans.

Team strengths

- **Strategic support** – we work closely with our clients at the outset of every instruction to consider and discuss the desired outcomes. We pride ourselves on lateral thinking and on challenging assumptions.
- **Expert support** – we have market leading lawyers in the team who bring years of specialist expertise across public and private sector to our thinking with you.

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Restructuring and Insolvency

Lot 2

The team has many years of experience in advising clients including public sector bodies across non-contentious and contentious insolvency and restructuring issues.

The team prides itself on its ability to deliver clear, pragmatic and commercial advice on what can often be complex issues.

Examples of our work

- Acted for Manchester City Council regarding an exercise of council tax collection. We advised the Council as to appropriate methods of recovery and help to oversee high levels of recovery through careful use of statutory demands.
- Supporting Manchester City Council in a programme of collection for longstanding unpaid non-domestic rates relating to commercial premises in the city centre and in respect of which it had obtained liability orders in the Magistrates Court.
- Acting for a non-departmental public body (which reports directly to Parliament) regarding the enforcement of key legislation within its exclusive remit.
- The public body has statutory authority to impose significant fines directly on individuals and companies for breach of primary and secondary legislation. We have acted for the public body in enforcing the fines by way of insolvency proceedings (winding up petitions) and then working alongside insolvency practitioners appointed by the client to take recovery action against delinquent directors of the offending companies.

Team strengths

- Experience – the two senior members of the team have decades of experience in providing practical, commercial and unstuffy advice to public bodies in relation to insolvency and restructuring issues.

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Commercial Litigation and Dispute Resolution / Dispute Resolution and Litigation Law

Lot 3

Our award winning litigation and dispute resolution team supports a wide range of clients in the public, private and third sectors. Many of these client relationships span over 15 years. We are experts in supporting our clients navigate and resolve disputes.

We approach our client's disputes from a number of different perspectives; two of the partners in the team are longstanding deputy district judges and one is also a qualified commercial mediator. These roles can help to bring different assessments to a client's dispute and to help identify possible avenues for solution.

We are experts in early case assessment and effective resolution of disputes. We know that the vast majority of our clients do not want to "have their day in court". We work hard to achieve the client's objectives without having to involve the court. In addition to litigation, we are experts in the following methods of dispute resolution; arbitration, conciliation, expert determination and mediation.

Should dispute resolution fail, we have years of trial experience including the Court of Appeal and Supreme Court.

We have collated costs information for many years and are able to provide clients with detailed, accurate and realistic costs estimates for every stage of a dispute. We know that our clients do not like surprises in relation to costs.

Examples of our work

- We acted for a quasi public body in a supply agreement dispute. We were able to assess the merits at a very early stage and recommend a resolution strategy which was agreed by our client. We pursued that strategy relentlessly and the end result was a mediation within approximately three months of being instructed. We were able to introduce an experienced mediator of our choosing and the result was a successfully negotiated outcome for our client.
- We acted for a significant local authority in relation to an application for judicial review. We were instructed some time into the 35 day response period. We were able to assemble an experienced team (including specialist counsel) swiftly and prepared a detailed response document well within the time limits. We have excellent and longstanding relationships with specialist counsel in this area of law.

Team strengths

- Bench strength – we have a large and experienced team. The team is also well structured from five partners through to paralegals and trainee solicitors.
- Expertise – with two deputy district judges and a commercial mediator in the team we are able to bring complementary and different perspectives to a client's dispute.

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Private Law Litigation and Dispute Resolution

Lot 3

Our team consists of experienced and specialist lawyers in private law litigation and dispute resolution. The team are externally recognised for their work in this field. We identify the client's goals and objectives at the start of any engagement, and we align the agreed dispute resolution strategy to those desired outcomes.

We make use of tools such as decision trees to help plan negotiation discussions and mediation preparation. We are hugely experienced in costs management. We make use of costs data gained over 10 years to help us provide detailed and realistic estimates to clients for every step in the dispute process. We know our clients do not like surprises.

Examples of our work

- Trespass – we act for a well known quasi public sector events and exhibition space provider. We have supported our client in relation to threats and actions from political and environmental protesters as well as trespassers. We are able to assemble a team and move quickly to secure injunctive relief when needed.
- Cyber-attack – we acted for a public housing provider in relation to a cyber-attack. We advised on the legal steps required in relation to affected third parties and also ICO reporting requirements. We were able to involve a specialist cyber-attack defence IT team with whom we have worked closely for over 15 years.

Team strengths

- In depth specialism – we have deep seated expertise in claims arising from data breaches and GDPR generally, trespass, nuisance, interference with the use of property, privacy and defamation issues. Through a long standing and trusted relationship with a very experienced reputation management expert we are able to support clients with non legal aspects of reputation management.
- Team working – our team is known for its collegiate and collaborative working with clients. We support our clients with as much or as little input as they need however our client service is second to none.

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