
RM6374 Legal Panel for Public Sector

Capital Law Prospectus

- Lot 1a: Full Legal Service Provision for all Public Sector
 - Lot 1b: Full Legal Service Provision for Local Government and Local Communities
 - Lot 2: Focused Legal Support — Elective/Optional Specialisms
 - Lot 3: Litigation and Disputes
 - Lot 4: Projects and Complex Advice including PPP
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Contents

Introduction to Capital Law

Team Structure

Social Value

Specialisms

<u>Artificial Intelligence and Machine Learning Law</u>	03
<u>Assimilated Law</u>	04
<u>Charities</u>	05
<u>Children and Vulnerable Adults</u>	07
<u>Commercial Litigation and Dispute Resolution</u>	08
<u>Competition Law</u>	08
<u>Construction Law</u>	09
<u>Contracts</u>	09
<u>Corporate Finance</u>	10
<u>Corporate Law</u>	10
<u>Court of Protection</u>	11
<u>Credit Insurance and Related Products</u>	11
<u>Criminal Law</u>	12
<u>Debt Recovery</u>	12
<u>Dispute Resolution and Litigation Law</u>	13
<u>Education Law</u>	13
<u>Emerging Policy and Legal Risk Advisory</u>	14
<u>Employment Law</u>	14
<u>Employment Litigation and Dispute Resolution</u>	15
<u>Energy and Natural Resources</u>	15
<u>Environmental Law</u>	16
<u>Finance and Investment</u>	16
<u>Financial Institutions Rescue, Restructuring and Insolvency</u>	17
<u>Financial Litigation</u>	17
<u>Financial Services, Market and Competition Regulation</u>	18
<u>Fintech Crypto Assets</u>	18
<u>Food, Rural and Environmental Affairs</u>	19
<u>Franchise Law</u>	19
<u>Gaming and Gambling Law</u>	20
<u>Grants</u>	20
<u>Health and Safety</u>	21
<u>Health, Healthcare and Social Care</u>	21
<u>Housing Law</u>	22
<u>Immigration</u>	22
<u>Information Law including Data Protection Law</u>	23

<u>Information Technology Law</u>	25
<u>Insurance and Reinsurance</u>	26
<u>Intellectual Property Law</u>	26
<u>Investment and Asset Management</u>	27
<u>Investment and Commercial Banking</u>	27
<u>Life Sciences</u>	28
<u>Litigation and Dispute Resolution</u>	28
<u>Maritime and Shipping</u>	29
<u>Media Law</u>	29
<u>Merger and Acquisition Activity</u>	30
<u>Outsourcing</u>	30
<u>Partnership Law</u>	31
<u>Pensions Law</u>	31
<u>Planning Law</u>	32
<u>Private Law Litigation and Dispute Resolution</u>	32
<u>Project and Asset Finance</u>	33
<u>Projects and Transactions</u>	33
<u>Projects/Public-Private Partnerships (PPP)</u>	34
<u>Property and Real Estate Litigation and Dispute Resolution</u>	34
<u>Property, Real Estate and Real Estate Finance</u>	35
<u>Public Inquiries — Non-Statutory Independent Inquiries/Reviews</u>	35
<u>Public Inquiries — Support to Participants and Inquests</u>	36
<u>Public Law Litigation and Dispute Resolution</u>	36
<u>Public Law</u>	37
<u>Public Procurement Law</u>	37
<u>Public-Private Partnerships (PPP)</u>	38
<u>Real Estate and Real Estate Finance</u>	38
<u>Restructuring and Insolvency</u>	39
<u>Sports Law</u>	39
<u>Statutory Civil Recovery</u>	40
<u>Supporting Public Inquiries</u>	40
<u>Sustainable Finance/Green Finance</u>	41

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Introduction to Capital Law

Capital is a full-service commercial law firm headquartered in Cardiff, with offices in London and Paris. Established in 2006, we have grown to more than 230 employees, including around 120 qualified lawyers supported by a strong team of trainees, paralegals and other legal professionals.

We work with organisations across the private, public and third sectors, from regulators, government bodies and major businesses to charities, growing companies and ambitious SMEs. Our work ranges from day-to-day legal advice to complex transactions, disputes, investigations, regulatory matters and long-term strategic projects.

Capital provides a broad range of commercial legal services across more than 65 specialisms. This gives clients access to deep subject-matter expertise while allowing us to bring together lawyers from different disciplines where matters require a coordinated and joined-up response.

We also operate Capital People, our specialist HR and health and safety consultancy, allowing us to provide wider workplace, people and compliance support alongside our legal services.

Our ethos

Capital was founded with the ambition of building a commercial law firm capable of competing with leading London and international practices, while delivering legal services in a more accessible, responsive and commercially focused way. That ambition continues to shape who we are.

We believe legal advice should be clear, decisive and grounded in a genuine understanding of the client's objectives and operating environment. Our role is not simply to identify legal issues or explain risk. We help clients understand their options, find practical solutions and make informed decisions with confidence.

We are prepared to give a clear view. Where there are competing legal, commercial, regulatory, operational or reputational considerations, we help clients assess the available routes forward and identify the most appropriate and proportionate response.

Our culture is built on integrity, trust, respect and collaboration. We invest in our people, encourage open communication and bring together the right expertise around each client and matter. This supports a service that is personal, accountable and focused on achieving meaningful outcomes.

What clients can expect

We begin every engagement by understanding the client's priorities, governance arrangements, stakeholders, appetite for risk and preferred ways of working. We then build the team and delivery approach around the needs of the instruction, with a clear point of contact and work managed at the right level.

Clients can expect:

- Clear, practical and commercially focused advice
- Proactive communication and regular updates
- Clear ownership, accountability and senior oversight
- Teams tailored to the needs of the instruction
- Transparent and cost-effective resourcing
- Flexibility to scale as priorities, workloads or deadlines change
- Collaborative working with internal teams and external advisers
- Advice that supports effective decision-making and practical action.

We often operate as an extension of our clients' internal teams, working closely with legal, HR, finance, commercial, operational and executive stakeholders, as well as external advisers and Counsel.

Our distinctive strengths

Capital combines the breadth of a full-service commercial law firm with the responsiveness of an agile adviser. Our lawyers bring specialist expertise across complex and regulated sectors, combining senior involvement with multidisciplinary delivery.

Our distinctive strengths include:

- Deep specialist expertise across complex and regulated sectors
- Multidisciplinary teams working across legal disciplines
- Strong public and private sector insight
- Clear, commercially grounded advice
- Senior accessibility and continuity throughout an instruction
- Experience managing high-profile, sensitive and business-critical matters
- Flexible resourcing for complex or high-volume work
- Quality and continuous improvement, underpinned by ISO 9001-accredited processes
- Practical use of technology to improve efficiency and value.

Capital exists to **act for better business**: delivering progress for our clients, our people and society. We provide a trusted, responsive and forward-looking partnership that helps organisations manage risk, address complex challenges and move forward with confidence.

Team Structure

Team Structure and Capacity

Capital provides buyers under RM6374 with access to around 120 qualified lawyers, supported by trainees, paralegals and other professionals across a firm of over 230 employees. Our framework team covers more than 65 legal specialisms and combines named subject-matter leadership with the ability to draw on multidisciplinary resources from across the firm.

Your key contacts

Supplier Relationship Manager: Roz Sullivan, Partner:

T: +44 7966 551 659 | E: r.sullivan@capitallaw.co.uk

Roz oversees Capital's relationship with GCA and the operation of the framework, including governance, performance, reporting, service reviews and escalation.

Bid and Tender Opportunities: Capital Bids and Tenders Team

Email: tenders@capitallaw.co.uk

Our Bids and Tenders Team will coordinate further competitions and procurement opportunities.

Specialist leads

Each specialism has a named Partner responsible for technical leadership, resource oversight and quality.

How we will resource instructions

The named specialist lead will oversee the relevant area and identify the most appropriate team for each instruction. Buyers will receive a named matter lead with responsibility for delivery, communication, budgets and coordination.

Our teams can include Partners, Legal Directors, associates, solicitors, trainees and paralegals, selected according to the complexity, urgency and value of the work. This blended approach provides appropriate senior oversight while supporting efficiency and value for money.

Where a matter spans several specialisms, we will form one integrated team under a single matter lead.

Capacity is monitored across the firm, allowing us to scale teams, redeploy resources and respond to urgent or high-volume requirements.

We do not anticipate subcontracting core legal services. Where specialist external support is required, Capital will remain accountable for delivery and will manage the provider under appropriate quality, confidentiality, security and performance controls.

Service area Leads



Public and regulatory law:

Lead: [Roz Sullivan, Partner, Public Law & Regulatory](#)



Procurement, contracts and projects:

Lead: [Maria Coggins, Partner, Commercial](#)



Technology, data and intellectual property:

Lead: [Chris Coughlan, Partner, Commercial](#)



Commercial disputes and litigation:

Lead: [Stephen Meade, Partner, Commercial Disputes](#)



Employment and immigration:

Lead: [David Sheppard, Partner, Employment & Immigration](#)



Corporate and Finance:

Lead: [Chris Lewis, Partner, Debt Finance](#)



Real estate, planning and construction:

Lead: [Emma Wiltshire, Partner, Construction](#)



Energy and sustainability:

Lead: [Leanne O'Brien, Partner, Real Estate](#)



Health and charities:

Lead: [Mel Williams, Partner, Healthcare](#)



Education Law:

Lead: [Lucy O'Brien, Legal Director, Public Law & Regulatory](#)



Other regulated and specialist sectors:

Lead: [Celine Jones, Partner, Commercial Disputes](#)

Social Value

Aligning to your social value priorities

Capital Law is committed to Social Value and Equality, Diversity and Inclusion (EDI) in everything we do. Alongside our expert advice and relationship-based approach, we will work with you to agree suitable Social Value initiatives on a client-by-client basis. Examples of some of our current social value initiatives include:

- Each year, our colleagues select a charity of the year. In 2025 we raised over £3,200 for LATCH, a charity supporting children with cancer. In 2026, we are supporting PAPYRUS, a young person's suicide prevention charity.
- Partnership/sponsorship (currently in its fifth year) with Cardiff City Football Club (CCFC) Women's team. Recent activity includes arranging for young players from Clwb Cymric Crocodeils — a Welsh-medium girls' football team based in Cardiff — to attend a CCFC match.
- Free legal advice, provided over a period of 3 years, to the UK LGBTQ+ community via one of the first pro bono clinics of its type.

We support our public sector clients by mapping our Social Value activities to the Cabinet Office Social Value model under Procurement Policy Note 002: The Social Value Model (PPN 002).

The Social Value Themes

Our approach aligns with PPN 002.

01 Fair Work

Capital ensures that all workers engaged in our business are treated fairly and consistently through payment of at least the Real Living Wage, consistent employment standards and contractual protections, non-discriminatory pay and reward processes, supplier due diligence and contractual requirements, a Supplier Code of Conduct and monitoring through HR and Compliance teams. Capital became the Living Wage Foundation's 100th member in 2017.

We also support social mobility through Lord Edmund Davies Legal Education Trust (LEDLET) summer school, providing a free week-long placement at our office for Year 12 pupils from Wales with no family links to the legal profession. We are committed to fair work, EDI, and to maintaining working conditions that support the economic, social, environmental and cultural wellbeing of our people, including both temporary staff and contracted workers.

02 Skills for growth

Our training department, Capital Academy, delivers continuous legal and commercial training. We support multiple routes to qualification – LPC, SQE, CILEX and equivalent means, so a legal career does not depend on a single, often expensive, pathway. Every client is invited to attend our free annual programme of legal knowledge sharing and legal developments sessions. These sessions are delivered through both Breakfast Briefing webinars and client focused briefing papers on changes in legislation, legal best practice, and public body initiatives and directives.

03 Resilient, innovative and flexible supply chains

We buy locally where we can; our Cardiff refurbishment and London office move were delivered with local and regional suppliers. We collaborate with anchor institutions and networks including Fintech Wales, the Cyber Resilience Centre for Wales, the IWA and international networks (Consulegis, GBL Alliance).

04 Sustainable procurement practices

Our [Carbon Reduction Plan](#) is publicly available on our website. Beyond this, we influence others through the Legal Sustainability Alliance and by offering Chancery Lane Project climate clauses in client contracts. We are in the process of gaining ISO 14001 certification, setting interim Scope 3 targets and transitioning to a carbon-zero managed IT provider. We're highly committed to the communities in which we operate, valuing ethical legal services and building strong local ties. Our supply chain approach prioritises local (within 30 miles) and low-carbon goods, including catering services. We also donate many items of surplus equipment to local charities. For example, Capital laptops are recycled by a third party, which:

- Plants a tree for every collection (over 20,000 trees planted to date),
- Reuses components from damaged equipment, and
- Resells or donates data-erased equipment (manufacturing and upstream transportation accounts for 75–80% of lifecycle CO₂ emissions).

Social Value

05 Support the reduction in crime through community cohesion, awareness raising and action.

We are a supporter of Pride Cymru, and many of our staff march every year in support of Pride Cymru to raise awareness. In the past, Capital has hosted a breakfast in our Cardiff office's onsite restaurant 'Cegin' for fellow professionals who want to march alongside us, the Law Society and the Solicitors Regulation Authority.

06 Employment and training for those who face barriers to employment

We recruit for potential and support non-traditional entrants through alternative qualification routes and internal progression. We have several initiatives in place including:

Each year, we deliver a Summer Vacation Scheme (SVS) aimed at students who've completed their second year of university, culminating in a presentation and progress review. At the end of the SVS placement, suitable candidates may be offered a *Training Contract* or a *Paralegal position*, with successful applicants paid the real Living Wage. All candidates are given full feedback with practical advice on how to progress their entry into the legal profession.

We have partnered with the Law Society of England and Wales Diversity Access Scheme (DAS), to offer a scholarship to an applicant from a less advantaged background, including people with disabilities and those who have come from a care background. DAS scholarships are only offered to those who meet the relevant criteria which include:

- Their household income does not exceed £25,000 per annum for those who live outside of London, or £28,000 per annum for those living in London.
- They do not have access to available savings, monetary gifts or loans (from family, friends or institutions).

We would welcome the opportunity to collaborate with clients on supporting those who face barriers to employment.

07 Creating a pipeline of opportunities for the contract workforce, reducing barriers to entry for under-represented groups.

We regularly promote accessibility to the legal sector, aspiring to increase participation with students and young people from all backgrounds. For example, our Talent Manager engages with Education institutions with a high percentage of first-generation students.

We also develop, and participate in, a number of mentoring and coaching schemes, coordinated through our HR department and include:

- Mentoring, coaching, work placement schemes, and shadowing opportunities, including a student mentoring programme for Coleg Y Cymoedd (CYC), where four of our lawyers are mentoring students monthly for an hour
- Engaging groups that don't traditionally consider a legal career
- Work experience placements and insight days for Cardiff University School of Law and Politics students
- Structured work experience in our marketing, HR, IT, and finance departments
- Sponsoring undergraduate/postgraduate law awards
- Participating in careers fairs and school reading schemes.

08 Increasing productivity through physical and mental wellbeing

We have worked for the Office of the Future Generations Commissioner in Wales and, in alignment with the Wellbeing of Future Generations (Wales) Act 2015, we carefully consider the long-term impacts of our decisions. As part of this we are actively working with people and communities to help prevent and mitigate persistent problems, such as poverty, health inequalities, and climate change. We are the first UK law firm to have an i-act (Royal College of Psychiatrists) accredited mental health and wellbeing trainer. We offer these training sessions to clients at cost as a sign of our commitment to mental wellbeing. To promote physical wellbeing, we offer fully funded weekly yoga sessions and chiropractor sessions to all our staff. Our inhouse, subsidised, restaurant in Cardiff 'Cegin' focuses on healthy eating and publishes nutritional information alongside its weekly menu options.

By mapping our commitments to the **eight policy themes** and outcomes listed above, we will work with you to deliver targeted Social Value initiatives and provide annual impact reports that demonstrate outcomes achieved and help support your wider organisational reporting.

Specialisms

Capital Law Prospectus

Our multidisciplinary team combines commercial, regulatory, property, litigation and employment expertise, drawing on 65+ legal specialisms.



Artificial Intelligence and Machine Learning Law

Lot 1a, Lot 1b, Lot 2

Capital advises on the development, deployment, procurement, governance and use of artificial intelligence (AI) and machine learning (ML) technologies. We help clients translate evolving legal and regulatory requirements into practical governance, procurement and contractual arrangements.

For public sector buyers, we can also advise on the interaction between AI use and statutory powers, administrative law, equality, transparency and defensible decision-making.

Our multidisciplinary capability brings together technology, data protection, intellectual property, procurement, public and regulatory law, employment and dispute resolution expertise.

Our capability includes:

- AI governance frameworks, policies and assurance processes
- Procurement and contracting for AI and ML systems
- Data protection, privacy and information governance
- Intellectual property, ownership and licensing
- Transparency, explainability and accountability
- Bias, fairness and discrimination risks
- Human oversight and automated decision-making
- Cybersecurity and information security
- Regulatory compliance and emerging AI regulation
- Employment and workforce implications of AI
- Allocation of liability and contractual risk
- Disputes arising from the development or use of AI.

Relevant experience

Use of AI for data processing: We advised a national regulator on its ability to use AI to process special category data used to produce documents required as part of its statutory functions, including confidentiality and ownership of data, data protection compliance and intellectual property rights.

Use of a third-party AI system: We advised an insurer on the use of a third-party AI system, including use of data for training, ownership of data, data protection considerations, confidential and proprietary information and intellectual property ownership.

Assimilated Law

Lot 1a, Lot 1b, Lot 2

Capital advises on all aspects of assimilated law and domestic legislation derived from former EU obligations, including complex issues arising from the interpretation and application of retained EU case law following the Retained EU Law (Revocation and Reform) Act 2023.

We support public and private sector organisations, as well as professional claimants through a Representative Body, in understanding how changes to the status of EU-derived legislation and jurisprudence affect the development, interpretation and enforcement of domestic law.

Our capability includes:

- Contentious and non-contentious assimilated law matters
- Strategic policy advice
- Statutory interpretation
- Regulatory compliance
- Interpretation and application of retained and assimilated case law
- Litigation risk arising from the changing treatment of EU-derived law.

Relevant experience

Experienced in legislative drafting and statutory interpretation: Members of our team worked within Government during the development and implementation of the Retained EU Law (Revocation and Reform) Act 2023 (REUL), providing unique insight into the policy intent and legal framework underpinning assimilated law.

Retained EU Law: Since the introduction of REUL, we have advised clients on the evolving treatment of retained and assimilated case law, including the extent to which domestic courts may depart from historic EU authorities. Our work has included advising on the continued application of EU-derived employment law principles, particularly working time and holiday pay, and analysing the differing treatment of CJEU authorities in data protection before and after the end of the transition period. This has enabled clients to assess litigation risk, develop compliant policies and make informed decisions where the legal position continues to evolve.

Charities

Lot 1a, Lot 1b, Lot 2

Capital advises charities, educational institutions, not-for-profit organisations and other bodies on charity law, including establishment, governance and strategic change. We provide advice reflecting each organisation's ethos and objectives while remaining commercially sensible, proportionate and cost-effective.

Our capability includes:

- Charity formations
- Constitutional and governance matters
- Corporate advice
- Contracts and arrangements
- Charity law compliance
- Restructuring and organisational change
- Acquisitions, joint ventures and other strategic arrangements.

Relevant experience

Further Education College: We advised on charity matters including:

- Structuring acquisitions, including merging charities or establishing a company limited by guarantee owned by the College, an exempt charity.
- Loans and security in corporate transactions, ensuring arrangements complied with governance documents and charity law requirements.
- Financial risks on major property transactions and implications for charity trustees, including insolvency risks.
- Banking and security arrangements reflecting trustees' charity law obligations.

Third sector organisations: We advised on charitable purpose, community benefits, restrictions and administrative requirements, helping them decide whether to register as a charity or operate as a not-for-profit organisation.

Higher education institution: We advised on subsidy control and charity trustee governance compliance in relation to investments in and commercial contracts with a spin-out subsidiary.

Not-for-profit education provider: We advised on the benefits of becoming a charitable organisation, drafting new governing documents for its Charity Commission application, establishing a trading subsidiary and a joint venture with a Chinese education provider.

Children and Vulnerable Adults

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, education providers, local authorities, housing providers and other regulated organisations on legal issues affecting children, young people and vulnerable adults.

We help clients manage sensitive safeguarding, care and education matters, discharge statutory duties and make lawful, proportionate decisions affecting children and vulnerable adults.

Our capability includes:

- Safeguarding and child protection
- Social care, including commissioning provision, funding and costs of care
- Special Educational Needs (SEN) and Additional Learning Needs (ALN)
- Education disputes, including complaints, exclusions and learner welfare
- End-of-life care and decision-making
- Rights and obligations of public bodies
- Equality, human rights and discrimination
- Information sharing, confidentiality and data protection
- Judicial review, tribunal proceedings and other disputes.

Relevant experience

Judicial review and securing provision: Our lawyers have extensive experience of judicial review proceedings brought to secure appropriate medical, education and social work provision for children and young people with ALN and Special or Complex Needs (SCN), and for vulnerable adults. We have also advised health boards in Wales on their duties under the ALN framework.

Education and disability discrimination: We have advised schools and education providers on complex disability discrimination claims, providing close understanding of the evidential and procedural demands and sensitivities involved.

Vulnerable adults and multi-agency cases: Our lawyers have advised both vulnerable adults and local authorities on issues arising in relation to care leavers, including housing.

Commercial Litigation and Dispute Resolution

Lot 1a, Lot 1b, Lot 3

Capital advises clients across a wide range of sectors, from early stages of a dispute through to resolution. Our lawyers have conducted litigation throughout the English courts up to the Supreme Court and have extensive arbitration and mediation experience, including early dispute management and strategic advice.

Our capability includes:

- Commercial contract disputes, including performance, interpretation and procurement challenges
- High Court, Court of Appeal, LCIA, ICC, DIFC and ad hoc proceedings
- Mediation and other forms of dispute resolution
- Shareholder, director and partnership disputes
- Fraud, asset recovery and professional negligence
- Intellectual property disputes, data protection and privacy litigation.

Relevant experience

Commercial disputes: We acted for a defendant bank in a High Court company pension contract interpretation case, successfully at trial; a UK services company in a successful High Court summary judgment claim concerning an unpaid director's loan account; and a Mozambique mining company resisting a share claim under an English contract, a case cited on *Braganzaduties* of good faith.

Fraud and asset recovery: We represented an offshore corporate services group in fraud and tracing litigation across the BVI, Luxembourg, France, Morocco and England.

Corporate and shareholder disputes: We advised on directors' rights to company information, alleged breaches of s175 Companies Act 2006 and disputes concerning waterfall provisions in shareholders' agreements.

Professional negligence: Our team has longstanding experience of professional negligence, including reported High Court and Court of Appeal cases such as *Barclays Bank plc v Christie Owen and Davies*, *Santander v RA Legal* and *Abbey National v Key Surveyors*.

Competition Law

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital advises public sector bodies, regulators, government organisations and commercial clients on contentious and non-contentious competition law matters across complex and highly regulated markets.

Our capability includes:

- Domestic and international competition law, including Assimilated Law
- Cartels, anti-competitive agreements and abuse of dominance
- Merger control and competition issues arising from corporate transactions
- Competition compliance, investigations and enforcement
- Competition issues arising from procurement, outsourcing, distribution and collaborative arrangements
- Subsidy control and legacy state aid
- Market regulation and competition-related disputes.

Relevant experience

Swansea Council – Welsh rugby competition challenge: We advised Swansea Council on its challenge to the WRU, alleging breaches of the Competition Act 1998, including anti-competitive conduct and abuse of dominance in markets associated with professional Welsh rugby.

Gambling Commission –National Lottery licence competition: We advised on the Fourth National Lottery licence competition and associated litigation, including competition, procurement, commercial, regulatory and public law issues arising from a nationally significant regulated market competition.

Competition law and restrictive covenants: We advised a national trade union on whether post-termination restrictions in an LLP agreement were anti-competitive and unenforceable as a restraint of trade, including competition law defences and potential claims arising from enforcement.

Construction Law

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital advises clients from project inception, procurement and structuring through to completion and operation, providing strategic advice and support on dispute avoidance and resolution. We understand the complexity of construction and infrastructure projects and the multiple stakeholder interests they often involve. Our broad contentious and non-contentious construction experience, acting for parties across the project lifecycle, enables us to take a pragmatic and commercial approach.

Our capability includes:

- NEC, JCT, PFI/PPP, bespoke, early works and letter of intent contracts
- Development agreements, consultant appointments and novations
- Collateral warranties, third-party rights and reliance letters
- Framework agreements, term contracts, facilities management, repair and maintenance contracts
- Construction aspects of leases and sale agreements
- Security documents, including performance bonds, guarantees and letters of credit
- Procurement strategy, contractual structures and risk management
- Due diligence
- Construction litigation and disputes.

Relevant experience

University research: We advised on a £145 million university research and flagship building project in Cardiff from tender to completion, including negotiating an NEC Main Contract, drafting and negotiating project-specific subcontracts, and advising on entitlement to Compensation Events.

Town centre regeneration: We worked on a town centre regeneration project involving a Local Authority, Further Education Provider and multiple landowners, advising on the design team, contractor appointments, contractual arrangements and ongoing delivery issues.

University construction: We advised a university on a £40 million project to construct two new teaching facilities, including procurement advice, the two-stage tender process, the construction contract and ongoing construction-phase advice.

Contracts

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital provides comprehensive contracts support to public sector organisations, regulated bodies and businesses across the full contract lifecycle, from structuring and negotiation through to management, variation, transition and exit.

Our capability includes:

- Supply of goods and services agreements
- Outsourcing and contracting-out arrangements
- Manufacturing, agency, distribution and concession agreements
- Shared services, joint ventures, frameworks and master services agreements
- Contract management, supplier performance, variations and renegotiation
- Termination, exit, supplier transition, novation and assignment
- Contractual restructuring and changes in ownership
- Modern slavery and supply chain compliance
- Commercial arrangements in regulated infrastructure sectors including energy, water, transport and telecommunications.

Relevant experience

UK national regulator: We drafted and advised on a major bespoke software development agreement covering phased development, service levels, acceptance testing, pricing controls, intellectual property, third-party licensing and liquidated damages, balancing commercial, regulatory and operational risks.

Gambling Commission: We advised the Gambling Commission on contractual and commercial issues arising from the transition from Camelot to Allwyn, including implementation, change requests, waivers, governance and supplier transition within a highly regulated environment.

Transport for Wales (TfW): We advised Transport for Wales on bespoke tripartite and quadripartite agreements involving , local authorities, railway operators and TfW, supporting funding arrangements, land transfers and infrastructure delivery across a regulated transport environment.

Global Centre for Rail and Excellence (GCRE): GCRE is a major £250 million purpose-built rail innovation, testing and certification facility currently under construction. We are supporting on land collaboration arrangements and commercial agreements with key stakeholders and partners.

Corporate Finance

Lot 1a, Lot 1b, Lot 2

Capital advises banks, private credit providers, private equity sponsors and corporate borrowers on domestic and cross-border corporate and leveraged finance transactions. In 2025, our Debt Finance team worked on more than 50 transactions with a combined value exceeding £500 million, including leveraged and acquisition finance, refinancing, bond issuances and cross-border matters.

For public sector buyers, we build a strong understanding of financing structures, risk allocation and transaction governance, supporting value for money, appropriate risk management and defensible decision-making.

Our capability includes:

- Corporate and other finance transactions by way of loans
- Acquisition and leveraged facilities
- Senior and mezzanine debt
- Bilateral and syndicated lending
- Revolving and term facilities
- Bond financings
- Intercreditor and subordination arrangements
- Complex security packages
- Guarantees and other credit arrangements
- Cross-border financing.

Relevant experience

Westbridge: Advising WestBridge on the financing of its acquisition of Tryzens Holdings Limited, negotiating debt bridging loan notes, senior debt and security documents.

Chiltern Capital: We advised Chiltern Capital on the debt financing of a number of private equity investments, including Train'd Up Railway Resourcing, Burgess Farms, Charis Grants and Kerr's Tyres, working alongside our Corporate & Private Equity team.

Corporate Law

Lot 1a, Lot 1b, Lot 2

Capital advises on corporate law across private equity, growth and venture capital, governance, company secretarial matters, reorganisations, demergers and joint ventures.

For public sector organisations, this expertise supports robust governance, appropriate corporate structures and transparent, defensible decision-making when establishing, investing in or reorganising entities.

Our capability includes:

- Private equity, supporting sponsors, funds, management teams, PE-backed businesses, banks, family offices and high-net-worth individuals
- Growth and venture capital, from initial seed funding through to major growth investment rounds and exits
- Corporate governance and shareholder arrangements, including directors' duties, shareholders' agreements and articles of association
- Company secretarial and Companies House requirements
- Reorganisations and demergers, including preparation for acquisitions and disposals
- Joint ventures and appropriate corporate structures.

Relevant experience

Marine Power Systems: We supported Marine Power Systems on an £8 million investment from Welsh Government to accelerate commercialisation of its deep-water offshore wind platform, PelaFlex.

Local Council: Through three teams within our wider corporate and commercial group, we supported the Council on the incorporation of a new Local Authority Trading Company (LATC) and transfer of the business and assets of outsourced catering services. We also advised on the corporate governance structure and prepared the LATC's constitutional documents.

Further Education College: We advised the College on numerous acquisitions of non-charitable education providers and, more recently, the acquisition of an organisation run by a charitable trust through a newly incorporated company limited by guarantee.

Higher and Further Education sector: We advised numerous institutions on governing documentation, trading subsidiaries, charity trustee compliance in relation to governance, investments, lending, security, contracts and staffing, as well as national and international joint ventures and licensing arrangements in countries including China, Singapore, Malaysia and Vietnam.

Court of Protection

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies and other organisations on Court of Protection matters, supporting clients with sensitive decisions concerning mental capacity, safeguarding, care and the welfare of vulnerable individuals.

Our capability includes:

- Local authority safeguarding responsibilities
- Mental capacity assessments and best interests decision-making
- Court of Protection applications and proceedings
- Appointment, replacement and removal of deputies
- Disputes concerning powers of attorney
- Medical treatment and healthcare decisions
- Deprivation of liberty and restrictions on individual freedom
- Care, residence and support arrangements
- Equality and human rights considerations
- Disputes between public bodies, families, attorneys, deputies and other interested parties.

Relevant experience

Deprivation of liberty and care decisions: We advised individuals and families on local authority decisions concerning deprivation of liberty, reviewed DOLS documentation and advised on multidisciplinary decisions to place individuals in care homes.

Capacity and Court of Protection applications: We advised clients on the capacity of vulnerable adults under the Mental Capacity Act 2005 and whether a Lasting Power of Attorney could be used or a Court of Protection application was required to ensure appropriate safeguards and enable decisions in the individual's best interests.

Trusts for vulnerable individuals: We advised on trusts established to protect vulnerable family members, including replacement of trustees, and on establishing personal injury trusts and selecting appropriate trustees.

Court of Protection in a shareholder dispute: We advised a client in a shareholder dispute involving a fellow shareholder with severe mental health issues on whether a Court of Protection application should be made.

Credit Insurance and Related Products

Lot 2

Capital advises insurers, brokers, MGAs, lenders, fintechs, reinsurers and regulated firms on the development of credit-related insurance products, indemnity structures, guarantees, security arrangements and alternative risk transfer solutions. Our combined insurance, regulatory, corporate and banking expertise enables us to provide integrated advice across both public and private sector markets.

Our capability includes:

- Credit-linked insurance products
- Contractual indemnities and guarantees
- Contractual Liability Insurance Policies (CLIPs)
- Reinsurance arrangements
- Alternative risk transfer mechanisms
- Product design and FCA regulatory compliance
- Financing arrangements
- Commercial contracting and governance
- Claims and disputes
- Secured lending, guarantees, indemnities, debentures and wider security packages.

Relevant experience

Alternative risk transfer and contractual guarantee products: We advised on innovative risk transfer structures using contractual indemnities backed by CLIPs to support contractual performance and payment obligations. Our work included product structure, contractual documentation, risk allocation, regulatory considerations and interaction between insurers, intermediaries and commercial counterparties, providing an alternative to traditional guarantee and surety arrangements.

Insurance and reinsurance arrangements: We advised insurers, brokers and managing general agents on complex insurance and reinsurance structures, including drafting and negotiating documentation, allocation of risk and responsibility between market participants and multi-jurisdictional insurance programmes. Our advice covered governance, regulatory compliance and interaction between commercial and regulatory requirements.

Guarantees, indemnities and secured finance transactions: Our Debt Finance and Corporate teams advise lenders, borrowers and corporate groups on secured lending involving guarantees, indemnities, debentures and wider security packages, including financing arrangements, risk allocation mechanisms and contingent liability structures involving regulated financial services and insurance businesses.

Criminal Law

Lot 1a, Lot 1b, Lot 2

Capital provides strategic criminal and regulatory advice to public bodies, regulators, businesses and individuals on investigations, enforcement action and prosecution. Our team includes barristers, solicitors and an in-house forensic investigator with significant experience in investigations and criminal litigation up to the Court of Appeal. We also work closely with our environmental, health and safety, employment and commercial specialists where matters overlap.

Our capability includes:

- Prosecutions for local authorities, Trading Standards and regulators, including environmental permit breaches, enforcement notices, fraudulent trading and money laundering
- Internal investigations into suspected misconduct and criminal activity
- Advice on investigation outcomes, organisational and individual liability and governance improvements
- Financial and economic crime, including fraud, bribery and money laundering
- Corporate criminal liability
- Proceeds of crime and asset recovery
- Parallel criminal, civil and regulatory proceedings, including multi-jurisdictional matters.

Relevant experience

Public body investigation: We conducted investigations for a public body following whistleblowing complaints concerning the conduct of an operational case team conducting a criminal investigation.

Public sector prosecutions: We are currently acting for a local authority following a Trading Standards investigation into fraudulent trading and money laundering relating to building work that was poorly completed or never undertaken.

Fraud Act investigation: We represented clients suspected of Fraud Act 2006 offences arising from companies in which they held senior managerial positions. The matter concluded with no charges being brought.

Serious Fraud Office (SFO) – LIBOR investigation: A member of our team formed part of the SFO team investigating and prosecuting the fraudulent manipulation of LIBOR.

Debt Recovery

Lot 1a, Lot 1b, Lot 2, Lot 3

Capital provides a comprehensive debt recovery service, combining commercial litigation, insolvency and enforcement expertise. We support clients throughout the recovery lifecycle, from early engagement and pre-action strategy through to civil proceedings, insolvency processes and post-judgment enforcement.

Our capability includes:

- Commercial lending and debt recovery
- Regulatory standards relating to debt collection
- Pre-action strategy and negotiated settlements
- Civil proceedings and debt recovery litigation
- Winding-up and bankruptcy proceedings
- Post-judgment enforcement
- High-volume and complex recovery matters
- Domestic and international debt recovery.

Relevant experience

Debt purchase: We acted for a debt purchaser on a portfolio of over 2,000 consumer debts, implementing workflow-driven recovery processes covering pre-action correspondence, proceedings and judgments while addressing obligations relating to vulnerable debtors.

Debt recovery, cross-border: We recovered a substantial debt through cross-border enforcement involving assets and parties in Monaco.

Insolvency orders: We advised numerous clients on winding-up and bankruptcy petitions and successfully obtaining insolvency orders.

Post-judgment enforcement: We pursued enforcements including:

- Interim and final charging orders for a judgment debt exceeding £400,000 and advice on an order for sale.
- Orders requiring debtors to attend court for questioning.
- A third-party debt order to recover funds held in a solicitor's client account.

Pre-action recoveries: We achieved pre-action recoveries through letters before action, negotiated settlements and structured payment arrangements, avoiding formal proceedings where possible.

Dispute Resolution and Litigation Law

Lot 1a, Lot 1b, Lot 3

Capital advises clients across a wide range of sectors, from the early stages of a dispute through to resolution. Our lawyers have conducted litigation throughout the English courts up to the Supreme Court and have extensive arbitration and mediation experience, including early dispute management and strategic advice.

Our capability includes:

- Commercial contract disputes, including performance, interpretation and procurement challenges
- High Court, Court of Appeal, LCIA, ICC, DIFC and ad hoc proceedings
- Mediation and other forms of dispute resolution
- Shareholder, director and partnership disputes
- Fraud, asset recovery and professional negligence
- Intellectual property disputes, data protection and privacy litigation.

Relevant experience

Commercial disputes: We acted for a defendant bank in a High Court company pension contract interpretation case, successfully at trial; a UK services company in a successful High Court summary judgment claim concerning an unpaid director's loan account; and a Mozambique mining company resisting a share claim under an English contract, a case cited on *Braganza* duties of good faith.

Fraud and asset recovery: We acted in High Court proceedings to enforce a Quistclose Trust and trace stolen funds into property; represented an offshore corporate services group in fraud and tracing litigation across the BVI, Luxembourg, France, Morocco and England; and successfully represented a claimant in Financial Ombudsman proceedings concerning Authorised Push Payment fraud.

Intellectual property and data protection: We successfully defended trademark and domain name ownership claims; acted for a regulator on trademark infringement and passing off; pursued passing-off and misrepresentation claims for a medical supplier; and defended UK GDPR and Data Protection Act 2018 compensation claims.

Professional negligence: Our team has longstanding experience of professional negligence, including reported High Court and Court of Appeal cases such as *Barclays Bank plc v Christie Owen and Davies*, *Santander v RA Legal* and *Abbey National v Key Surveyors*.

Education Law

Lot 1a, Lot 1b, Lot 2

Capital provides comprehensive legal support across the education sector, advising schools, colleges, universities, local authorities, charities and other education bodies on legal, regulatory and operational issues affecting institutions, staff and students.

Our capability includes:

- Curriculum, discipline, admissions, exclusions and governance
- Early years provision
- Workforce, employment, safeguarding and learner welfare
- SEN, ALN, equality, discrimination and human rights
- Pupil and student complaints and litigation
- Inspection, regulation and compliance
- Reorganisations, mergers and closures
- Finance, funding and student finance
- Higher, further and international education
- Procurement, contracts and commercial arrangements
- Charity, grant and subsidy control matters
- Property and estate matters affecting education providers.

Relevant experience

University – student allegations and discrimination: We advised a leading English university on breach of contract and disability discrimination allegations by a student, achieving an early financial settlement and avoiding protracted proceedings and adverse publicity.

University of South Wales – campus redevelopment: We advised on the proposed redevelopment and £6.2m sale of its Caerleon Campus, including planning strategy following refusal of an initial application.

Welsh local authority schools' scheme: We acted as sole legal provider to a scheme covering 59 schools and a pupil referral unit, undertaking 40+ instructions in 2024 across disciplinary, information rights and policy matters.

Education tribunals and judicial review: We represented children, schools and local authorities in SEN/ALN tribunal appeals and advised on education-related judicial reviews, including school reorganisations, closures and provision. Our experience includes successfully challenging proposals to close three local authority nurseries in Hillingdon.

Emerging Policy and Legal Risk Advisory

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, regulators and organisations operating in complex regulatory environments on implementing new policy and managing emerging legal risks, particularly where established precedent or guidance does not yet exist. Our team combines public law, regulatory, policy and governance expertise, including lawyers with previous government experience. We help clients identify areas of uncertainty, assess legal implications and develop practical approaches that support policy objectives whilst managing future challenge risk.

Our capability includes:

- Implementation of new and evolving policy and novel legal risks
- Statutory interpretation, legislative change and regulatory reform
- Drafting to operationalise new policy, including guidance and procedures
- Analysis of statutory powers and duties
- Judicial review and challenge risk
- Governance and defensible decision-making
- Equality, human rights, devolution and cross-border considerations
- Stakeholder engagement and consultation
- Horizon scanning and regulatory change.

Relevant experience

Equality Act compliance: We advised a leading UK university on single-sex facilities and an education regulator on gender-related terminology in a new publication, applying developing case law and statutory guidance.

New policy development: We supported government and regulators with legislative instruments, drafting instructions, policy documents and licences to operationalise new policy, including advising an executive body on secondary legislation and agency arrangements.

Policy and legislative change: We advise organisations on responding to changing regulatory requirements, including the Tertiary Education and Research (Wales) Act 2022, Digital Markets, Competition and Consumers Act 2024 and the Procurement Act 2023.

Employment Law

Lot 1a, Lot 1b, Lot 2

Capital advises local authorities, housing associations, further and higher education bodies, regulators and central government on contentious and non-contentious employment matters. We provide practical, commercially focused advice that helps decision-makers assess risk, understand their options and reach defensible outcomes aligned with organisational priorities. Where employment matters overlap with regulatory, governance or commercial issues, we draw on specialists across Capital to provide coordinated support.

Our capability includes:

- Employment disputes, discrimination, harassment, whistleblowing and victimisation
- Redundancy, restructuring, reorganisation and collective consultation
- Workplace procedures and investigations
- Sickness, capability and disciplinary matters
- TUPE, public sector outsourcing, insourcing and business transfers
- Board and C-suite disputes and senior exits
- Employment contracts, policies and restrictive covenants
- Trade union, collective bargaining and industrial disputes.

Relevant experience

Local authority retainer: We are the sole legal provider under a collaborative arrangement covering 59 maintained schools, advising across the employment lifecycle including disciplinaries, grievances, pay and conditions, industrial action, safeguarding and health and safety. Recent client feedback, via an anonymous survey, highlighted the value of our pragmatic, reliable and responsive support in complex employment and regulatory matters.

Equality Act: We advised a public sector organisation on Equality Act considerations regarding employability programmes and policy in Wales.

Senior exit advice: We provided strategic employment advice to a UK government body on a commercially and politically sensitive senior exit, including protection of confidential information, conflicts of interest and post-termination restrictions.

Employment Litigation and Dispute Resolution

Lot 3

Capital advises public sector and regulated organisations on complex employment disputes and tribunal litigation, including high-value, multi-party and reputationally sensitive matters.

We act on high profile and complex employment dispute, with particular expertise in tribunal litigation. We have the experience and resources to manage complex, multi-party and multi-day hearings, as well as class actions and volume litigation. Our ADR experience includes ACAS conciliation, round-table negotiations, judicial and private mediation, helping clients achieve commercial and effective outcomes.

Our capability includes:

- Complex employment tribunal litigation and dispute resolution
- Discrimination, harassment, whistleblowing and victimisation claims
- Redundancy, restructuring, reorganisation and collective consultation
- Workplace investigations, disciplinary, sickness and capability matters
- TUPE, public sector outsourcing, insourcing and business transfers
- Board and C-suite disputes and senior exits
- Restrictive covenants and contractual disputes
- Trade union, collective bargaining and industrial disputes.

Relevant experience

Complex litigation: We successfully represented a university defending consolidated claims of age and disability discrimination, victimisation, whistleblowing detriment and unfair dismissal. The case ran from June 2024 to July 2026 and concluded with a unanimous judgment in our client's favour following a 15-day hearing involving 12 witnesses. We represented the university at several preliminary hearings, responded to multiple attempts to amend the claim and advised on the impact of adverse media coverage, including television interviews and news articles.

Pragmatic settlement: We successfully represented an organisation facing serious allegations of unfair dismissal, discrimination, victimisation and sexual harassment. The case involved numerous applications and significant documentation. Through strategic management of the procedural issues, we secured an out-of-court settlement on satisfactory terms, avoiding a contested final hearing while maintaining confidentiality and protecting client witnesses.

Energy and Natural Resources

Lot 1a, Lot 1b, Lot 2

Capital's multidisciplinary team advises on complex energy and natural resources projects, combining project development, environmental, regulatory, commercial, financing and dispute resolution expertise across renewables, power, infrastructure and mining.

We advise across permitting, development, financing, taxation, contracting, licensing, management, supply, operation and regulatory issues throughout the project lifecycle.

Our capability includes:

- Oil and gas
- Electricity generation, including renewables
- Gas, hydrogen and carbon capture
- Energy storage, systems and network infrastructure
- Energy efficiency and reduction measures
- Nuclear, including disposal issues
- Coal mining and power
- Energy research and innovation
- Water, air and land use, emissions and pollution
- Climate change, carbon reduction and net zero.

Relevant experience

Holyhead Hydrogen Hub: We advised the development organisation on site assembly, highways issues and subsidy control for a proposed green hydrogen production and distribution facility at Parc Cybi, Holyhead, including liaison with Welsh Government as freeholder.

Thames Enterprise Park: We advised on mitigating and transferring complex environmental risks associated with redevelopment of the 412-acre former Coryton Oil Refinery. The site is set to become a major economic centre for sustainable and specialist industries.

Hinkley Point C and Sizewell C: We advised contractor and subcontractor clients on contracts relating to works at both Hinkley Point C and Sizewell C nuclear power stations, including regulatory advice concerning works on the nuclear island.

South Wales Industrial Cluster (SWIC): We advised on overarching collaboration agreements for the SWIC decarbonisation programme and participated as the only legal firm partner in the collaboration and delivery of projects focused on innovation and R&D.

Environmental Law

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies and organisations across waste, water, manufacturing, construction, energy and finance on environmental risk, compliance, disputes and transactions. We combine advisory, transactional and contentious expertise with regular horizon-scanning of environmental law and regulation, helping clients manage environmental risk proactively and respond effectively to regulatory or reputational issues.

Our capability includes:

- Contaminated land, remediation and historic pollution liabilities
- Brownfield development and industrial site closure
- PFAS contamination, environmental insurance and liability transfer
- Biodiversity net gain, natural capital, climate risk and ESG
- Waste law, duty of care and transfrontier shipment
- Environmental permits, compliance and enforcement
- Environmental incidents, spills, investigations and prosecutions
- Water pollution and flooding claims
- Environmental disputes and regulator defence
- Net Biodiversity Benefit, Japanese Knotweed and asbestos
- Environmental due diligence, planning and public inquiries.

Relevant experience

Higher Education Client: We advised on acquisition of an R&D site affected by contaminated land, unlawfully deposited waste, drainage and flooding risks. We secured contractual protections and bespoke environmental indemnity insurance, coordinated environmental and flood-risk assessments, supported removal of unlawfully deposited waste and advised on transfer of a trade effluent discharge consent. The site was successfully acquired following clean-up and risk mitigation.

LanzaTech: We supported delivery of a sustainable aviation fuel facility in Port Talbot, including Environmental Impact Assessment, contaminated land, Japanese Knotweed, flooding and permitting issues, working with specialist consultants and engaging with the local authority.

Sites of Special Scientific Interest: We advised an Estate on a 2025 appeal against a regulator's extension of an SSSI designation, including statutory procedure, land management implications, expert ecological and arboricultural evidence and engagement with the regulator.

Finance and Investment

Lot 1a, Lot 1b, Lot 2

Capital advises investment funds, public sector investors, corporates and investee companies on debt and equity investments, lending and bespoke funding arrangements. Our Debt Finance and Corporate & Private Equity teams work together on complex financing structures and investment-led transactions.

Our capability includes:

- Domestic and cross-border lending
- Loan agreements, guarantees and security arrangements
- Acquisition and leveraged finance
- Asset and development finance
- Corporate and syndicated lending
- Refinancing and restructuring
- Debt and equity investments
- Mixed debt/equity structures
- Shareholder and intra-group funding, security and priority arrangements.

Relevant experience

Development Bank of Wales – Kingsward Group: We advised the Development Bank of Wales on a management buy-in and investment in Kingsward Group involving a mix of debt and equity funding to support growth and retain the business in Wales.

Mallows Bottling: We advised Mallows Bottling on securing debt and equity investment from the Development Bank of Wales, negotiating the loan facility, security documents and a deed of priority with existing lenders.

New North Litigation Capital: We advised New North Litigation Capital on the establishment of a £50 million funding line from Pollen Street Capital, involving bespoke and heavily negotiated facility and security documentation.

Financial Institutions Rescue, Restructuring and Insolvency

Lot 2

Capital advises financial institutions, regulators, public sector organisations, lenders, insolvency practitioners and strategically important organisations on financial distress, restructuring and insolvency. Our multidisciplinary team combines insolvency, financial services regulation, finance, disputes, investigations, corporate and public law expertise.

We help clients assess options quickly where financial, operational, regulatory and reputational risks intersect, working with boards, regulators, insolvency practitioners and other stakeholders to protect services, assets and value.

Our capability includes:

- Contingency planning and management of financial distress
- Liquidity concerns, recovery planning and resolution processes
- Rescue, restructuring and insolvency of financial institutions and strategically important organisations
- Restructuring options and insolvency scenarios
- Recovery, enforcement and insolvency-related disputes
- Supplier distress, continuity planning and operational resilience
- Creditor and stakeholder strategies
- Regulatory obligations during restructuring or insolvency
- Special administration regimes and other continuity arrangements.

Relevant experience

Lloyd's insurance broker administration: We advised the administrators of a Lloyd's commercial insurance broker on client money obligations during administration, involving the interaction between insolvency law and financial services regulation.

Public-interest organisation – supplier failure planning: We advised on legal and operational risks arising from the potential failure of a key service provider, including contractual protections, recovery options, governance and continuity arrangements.

Financial institution restructuring and recovery: We acted for a payment services group on liquidity concerns, including updating its wind-down plan and advising on restructuring and insolvency options. We also assisted with the sale of the FCA-regulated group entity and the winding up of other group entities excluded from the sale.

Financial Litigation

Lot 3

Capital advises financial institutions, regulated firms, public bodies, insolvency practitioners, lenders, insurers and investors on complex financial disputes, investigations and enforcement matters. We regularly act in matters involving regulatory scrutiny, financial misconduct, fraud, recovery actions and regulated financial services disputes.

We provide strategic, commercially focused advice from pre-dispute risk assessment and regulatory engagement through to litigation, settlement and enforcement, drawing on disputes, investigations, regulatory and insolvency specialists where required.

Our capability includes:

- Financial services disputes
- FCA investigations, supervision and enforcement
- Internal investigations, including assessing whether matters are reportable to relevant regulators including FCA, SFO, SRA, NCA and OFSI
- Fraud, asset tracing and recovery
- Professional negligence claims
- Commercial lending and debt recovery disputes
- Insolvency-related litigation and recovery actions
- Regulatory appeals and judicial review
- Injunctions, freezing orders and urgent interim relief.

Relevant experience

FCA investigations and enforcement: We advise regulated firms and senior individuals on FCA supervision, investigations and enforcement proceedings, including information requests, skilled person reviews, contested proceedings and settlement discussions.

Breach of regulations: We defended regulated firms against claims for breach of the Code of Conduct and/or FSMA, including successfully obtaining for early strike out of a claim.

Financial crime, fraud and recovery: We advise businesses, regulated professionals and public bodies on fraud, asset recovery, regulatory enforcement and parallel criminal and civil proceedings, including High Court litigation, freezing injunctions and financial crime investigations. We acted for investors, trustees and liquidators in claims arising from unauthorised collective investment schemes operating in breach of FSMA 2000, including claims involving fraud and unlawful means conspiracy.

Financial Services, Market and Competition Regulation

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, regulators and regulated organisations on financial services, market and competition regulation. We combine specialist FCA and PRA expertise with public law, commercial, corporate, investigations and disputes capability, providing clear, practical advice that supports lawful decision-making, robust governance and effective delivery.

Our capability includes:

- FCA permissions and regulatory perimeter analysis
- Consumer credit, payments, investments, insurance and cryptoassets
- Financial promotions, Consumer Duty, CASS and conduct requirements
- Governance, SMCR, systems and controls, policies and procedures
- Regulatory investigations, supervision, enforcement and remediation
- Regulatory contracts, product terms, distribution and outsourcing.

Relevant experience

Financial services perimeter: We advised a non-financial services regulator on the financial services perimeter as it applies to its regulated profession, including insurance and consumer credit, supporting the development of rules, guidance and regulatory reform.

Banking and insurance: We drafted terms and conditions for a new bank savings account, ensuring compliance with financial services, consumer protection and data protection requirements. We advised an insurer on an AI-enabled software deployment contract, including use of proprietary and confidential information, intellectual property ownership and data law compliance. We advised a bank on the transfer of mortgage services following the sale of a mortgage portfolio, including the transfer of regulatory responsibility and protection for borrowers.

Gambling Commission – Competition Appeal Tribunal (CAT): We supported the Gambling Commission in successfully defending an application by The New Lottery Company. The CAT unanimously dismissed the application and confirmed that the Commission had not awarded a subsidy of approximately £70 million to Camelot and/or Allwyn under the Third National Lottery Licence.

Fintech Crypto Assets

Lot 1a, Lot 1b, Lot 2

Capital advises public sector organisations, financial institutions, fintech businesses and technology providers on legal and regulatory issues arising from financial innovation, cryptoassets, digital assets and emerging technologies. Our specialists combine financial services regulation, technology, data protection, commercial contracts and public law expertise to support new products and services from design and regulatory analysis through to launch, governance and ongoing compliance.

Our capability includes:

- FCA regulatory perimeter and authorisation requirements
- Cryptoassets, tokenisation and digital asset business models
- Payment services, e-money and embedded finance
- Investment and wealthtech platforms
- Financial promotions and consumer protection regulation
- AI-enabled financial services and digital innovation
- Outsourcing, operational resilience and governance
- Regulatory investigations, remediation and regulator engagement.

Relevant experience

Payments sector regulatory advice: We advised payment services and e-money providers on regulatory perimeter issues, safeguarding structures and UK financial services legislation, including digital payment platforms, a deposit-guarantee payments scheme and a platform enabling gig economy workers to receive payment per shift.

Cryptoassets and digital assets: We advised cryptoasset and digital asset businesses on financial promotions, anti-money laundering obligations, FCA engagement and regulatory perimeter analysis. This includes a US crypto app provider, businesses preparing FCA applications, precious metal-backed coins and investment and wealthtech platforms.

Digital assets disputes: We acted for a global payment processor responding to freezing injunctions, disclosure orders and claims by alleged fraud victims; representing founders of large digital asset providers in contractual disputes; and advising a suspected digital asset fraud victim on recovery options, including new Proceeds of Crime Act powers.

Food, Rural and Environmental Affairs

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, regulators, landowners, infrastructure providers, developers and businesses on legal issues across food, rural and environmental affairs. Our multidisciplinary team combines environmental, public law, planning, regulatory, real estate and disputes expertise.

We help clients manage statutory obligations, regulatory scrutiny and environmental risks affecting land, projects and operations, combining regulatory and public law expertise with practical experience of disputes, planning, development and property matters.

Our capability includes:

- Water, air and land use, including emissions and pollution
- Waste, recycling and contaminated land
- Fisheries and marine matters
- Food, farming, animal and plant health and rural affairs
- Wildlife and biodiversity
- Environmental permitting and regulatory compliance
- Chemicals and pesticides regulation
- Environmental investigations and enforcement
- Sustainability, climate change and natural capital
- Environmental issues affecting development, infrastructure and land.

Relevant experience

Transfrontier waste shipment dispute: We acted for a metal recycling client on a major regulatory dispute concerning the Transfrontier shipment of processed ferrous material to several countries, involving complex waste regulation and cross-border environmental compliance.

LanzaTech – sustainable aviation fuel facility: We supported LanzaTech with delivery of a sustainable aviation fuel facility in Port Talbot, including Environmental Impact Assessment, contaminated land and Japanese Knotweed risks, flooding and permitting requirements, including a Water Abstraction Licence.

Sites of Special Scientific Interest: We advised an Estate on a 2025 appeal against a regulator's extension of an SSSI designation, including statutory procedure, land management implications, expert ecological and arboricultural evidence and engagement with the regulator.

Franchise Law

Lot 1a, Lot 1b, Lot 2

Capital advises on all aspects of franchise law, including the design, establishment and operation of franchise arrangements and contentious and non-contentious issues arising from franchise agreements.

We support clients throughout the lifecycle of a franchise arrangement, from structuring the franchise model through to drafting, reviewing and negotiating franchise agreements and associated documentation. Our franchise capability draws on expertise across commercial contracts, intellectual property, regulatory compliance, corporate transactions and dispute resolution.

Our capability includes:

- Franchise structure and business model design
- Drafting and negotiation of franchise agreements
- Intellectual property protection and licensing
- Confidentiality, know-how and brand protection
- Distribution and associated commercial arrangements
- Regulatory considerations
- Governance and contractual compliance
- Enforcement, contractual interpretation and franchise disputes.

Relevant experience

Franchise agreement terms: We advised a leading distributor of office equipment and solutions on franchise agreement terms across several UK franchised offices.

Termination matters: We provided long-term representation for a global luxury footwear brand on enforcement and termination matters involving franchisees in its global network including the USA, Morocco, Hong Kong and South Korea.

Enforcements and disputes: We acted for a global brand on enforcement and disputes across its franchise network.

Gaming and Gambling Law

Lot 1a, Lot 1b, Lot 2

Capital advises regulators, public bodies and organisations across the gaming, gambling and lottery sectors on all aspects of gaming and gambling law. Our work spans regulatory frameworks, licensing, enforcement and compliance, supported by public law, commercial, procurement, data protection and disputes expertise.

Since 2018, we have advised the Gambling Commission across gambling and public law, licensing and enforcement, data protection, procurement, governance and statutory powers, giving us a detailed understanding of the legal, operational and reputational context in which gambling regulators operate.

Our capability includes:

- Gambling regulation and statutory interpretation
- Licensing, licence conditions, regulatory compliance and enforcement
- Investigations, regulatory decision-making and statutory powers
- Drafting regulations, policies and procedures
- Procurement and commercial contracts
- Data protection and information law
- Technology and digital projects
- Judicial review and regulatory litigation
- Disputes involving operators, regulators and other stakeholders.

Relevant experience

Gambling Commission – Fourth National Lottery licence transition and implementation: We played a significant role in supporting the transition from the third to the Fourth National Lottery licence. Our multidisciplinary team advised on procurement, regulatory, contractual, intellectual property, governance and litigation issues arising from this complex and high-profile programme, demonstrating our ability to coordinate specialist advice across legally sensitive and operationally critical gambling sector work.

Gambling Commission – Fourth National Lottery licence litigation: We advised the Commission on litigation arising from the National Lottery licence competition, including complex public law, procurement and regulatory issues involving significant financial, reputational and public interest considerations.

Leading betting and gaming operator: We advise one of the world's leading betting and gaming operators on litigation, including matters involving allegations under the Gambling Act 2005 and the Licence Conditions and Codes of Practice.

Grants

Lot 1a, Lot 1b, Lot 2

Capital advises public sector bodies on the design, implementation and management of grant funding arrangements, from scheme development through to award, ongoing management, variation and dispute resolution. We focus on ensuring arrangements are legally robust, practical to administer and appropriately distinguished from procurement activity.

We regularly advise on complex arrangements involving intermediary recipients, onward funding and subsidy control. Our public law and subsidy control expertise helps clients structure funding arrangements, manage risk and achieve policy objectives. We act for both funders and recipients, giving us insight into the practical challenges faced by each.

Our capability includes:

- Design and implementation of grant schemes and one-off grants
- Subsidy control compliance, including subsidy and principles assessments
- Grant competitions and application processes
- Grant funding agreements, determination letters and memoranda of understanding
- Intermediary and onward distribution funding arrangements
- Amendments to grant agreements and related public law considerations
- Monitoring, performance management and grant disputes
- Public law challenges relating to grant funding decisions.

Relevant experience

Apprenticeship Grant Programme: We are supporting a regulatory body with a significant apprenticeship grant programme, including scheme design, application documentation, grant agreements, subsidy control and governance arrangements.

Subsidy Control Advice: We advised a grant recipient on Welsh Government funding, including the subsidy control principles and Energy and Environment Principles within a complex intermediary funding structure.

Holiday Activities and Food Programme: We advised a local authority on grant and subsidy documentation for a holiday activities and food voucher scheme for children from lower-income families, including funding arrangements for local delivery partners.

Health and Safety

Lot 1a, Lot 1b, Lot 2

Capital provides strategic advice on contentious and non-contentious health and safety matters, supporting public bodies, regulators, emergency services, educational institutions and businesses with compliance, serious incidents and regulatory scrutiny. We support clients from preventative compliance and risk management through to investigations, enforcement and proceedings.

Our legal capability is complemented by Capital People's separate Safety, Health, Environment & Fire consultancy, which provides specialist support including risk assessments, incident investigations, fire risk assessments, food safety audits, policies and training.

Our capability includes:

- Health and safety at work and regulatory compliance
- Regulatory and criminal investigations
- HSE and other enforcement action
- Prosecutions and defence proceedings
- Serious workplace incidents and fatalities
- Fire safety and associated enforcement
- Food safety and building safety
- Accident and incident investigations and public inquests
- Enforcement notices and appeals
- Related employment, governance and reputational issues.

Relevant experience

Building safety: Advised a client taking a commercial lease within a mixed-use Higher Risk Building, where a Building Assessment Certificate (under the Building Safety Act) had been refused. Providing health and safety advice on the implications of this under the Health and Safety at work Act and the Client's obligations under the Fire Safety Order and as Dutyholder under the Building Safety Act.

Fire Risk Assessments: We advised a Fire and Rescue Service on issues relating to capability and competence, conflict of interest issues, and the enforcement regime where the statutory requirements were not met.

Compliance: We advised a further education institution on their fire safety obligations under fire safety and building safety legislation and advised on the legal compliance of their fire risk assessments with the legislation.

Health, Healthcare and Social Care

Lot 1a, Lot 1b, Lot 2

Capital advises healthcare providers, social care organisations, NHS bodies, health boards, regulators and other public sector organisations across health, healthcare, mental health, primary care and social care law. We combine public law, regulatory, commercial, employment, corporate, real estate and disputes expertise to support day-to-day health and care matters as well as complex transactions, regulatory issues and litigation.

Our capability includes:

- Health and social care policy and legislation
- Commissioning and procurement of health and care services
- NHS and primary care contracting arrangements
- Regulation, compliance, governance and statutory decision-making
- Mental health and safeguarding matters
- Public law and judicial review, public inquiries and inquests
- Healthcare litigation and disputes
- Corporate transactions, acquisitions and disposals, including debt financing and joint ventures
- Property, development and estates matters, including healthcare assets and social care leasehold arrangements
- Workforce, employment and immigration issues, including the Health & Care Worker visa route
- Restructuring and organisational change.

Relevant experience

British Medical Association (BMA): We advised the BMA on: (i) nationally significant litigation challenging charges imposed by NHS Property Services on GP practices, and (ii) *McCulloch v Forth Valley Health Board* before the Supreme Court concerning patients' informed choice and doctors' obligations when discussing alternative treatments.

Inquests involving health boards and trusts: We advised on numerous inquests involving health boards, NHS trusts and other NHS bodies as Interested Persons, including Article 2 inquests.

Corporate and transactional healthcare work: We advised on healthcare transactions including the sale of specialist care provider Recovery Care Group to Accomplish Group and the Development Bank of Wales investment in BiVictriX Therapeutics ahead of its AIM listing.

Housing Law

Lot 1a, Lot 1b, Lot 2

Capital advises registered social housing providers, local authorities, private landlords and educational institutions providing accommodation on housing law in England and Wales, including regulation, governance, asset management and drafting agreements and policies. We advise on landlord and tenant disputes, service charges, lease terms enforcement, possession proceedings, disrepair claims, as well as significant regulatory change. Multidisciplinary matters are led by an experienced housing lawyer with support from wider Capital specialists where required.

Our capability includes:

- Landlord and tenant law in England and Wales
- Social housing regulation, formation, governance and constitutional issues
- Leasehold and commonhold matters
- Residential property law matters, including the private rented sector, service charges, enforcement, boundaries and easements
- Housing fitness and quality
- Possession, eviction and homelessness
- Disrepair and property litigation
- Shared ownership, including staircasing.

Relevant experience

Housing associations – disrepair and housing management: We acted for several Welsh housing associations (HAs) from receipt of claims through works, litigation and trial, using an investigatory and performance-based approach aimed at reducing the number and impact of claims rather than retrospective financial settlement.

Residential service charges: We defended a private investment landlord in First-tier Tribunal proceedings concerning recoverability of residential service charges exceeding £100,000, including the consultation process under the Landlord and Tenant Act 1985.

Local authority – septic tank obligations: We advised on obligations and recovery of costs for maintaining and replacing septic tanks serving private homes and social housing residents.

Housing association governance: We advised Welsh HAs on board member terms and conditions and provided advice and training on Schedule 1 Housing Act issues concerning non-contractual benefits to employees.

Shared ownership and staircasing: We supported housing associations and shared ownership stakeholders with staircasing transactions, including a recent 70/30 equity split involving discharge of existing charges, lender liaison and updating legal title and ownership.

Immigration

Lot 1a, Lot 1b, Lot 2

Capital advises clients across on wide range of immigration matters and global mobility projects. We also advise individuals on UK immigration applications, including Skilled Worker, Global Talent and High Potential Individual routes.

Our immigration lawyers are also employment lawyers, allowing us to provide joined-up advice on immigration and employment issues and identify workforce risks early. Our immigration services for employers cover the full workforce mobility lifecycle, including sponsor licence applications and management, right to work compliance and global mobility.

Our capability includes:

- Compliant right to work checks and audits
- Defending civil penalties for illegal working
- Advice on changes to the civil penalty regime
- Sponsor licence applications, management and compliance
- Mock sponsor licence compliance audits
- Immigration due diligence on corporate transactions
- Business visits to the UK
- Visa routes including Global Talent, High Potential Individual and Innovator Founder
- International remote working and global mobility.

Relevant experience

Skilled worker advice: We advised a government body on changes to the Skilled Worker route in July 2025, particularly the impact of increased minimum salary requirements on existing sponsored roles. We advised which elements of pay could count towards the minimum salary and supported engagement with the Home Office, enabling continued sponsorship and avoiding enforced dismissals.

Right to work: We advised education establishments on right to work issues, including individuals who may no longer have immigration permission to work in the UK. Our advice covered the appropriate steps to take where suspected illegal working was identified, potential outcomes and management of the associated risk.

Information Law including Data Protection Law

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, regulators, educational institutions and businesses on all aspects of information law, helping clients manage, protect and lawfully use information within complex regulatory environments. We support clients on both strategic and operational information law matters, from designing governance frameworks and managing complex data-sharing arrangements to responding to regulatory scrutiny, information requests and cross-border compliance requirements.

Our capability includes:

- UK GDPR, EU GDPR and international data protection legislation
- International data transfers, International Data Transfer Agreements (IDTAs), Standard Contractual Clauses (SCCs) and adequacy mechanisms
- Lawful processing, data sharing and information governance
- Data Protection Impact Assessments (DPIAs), accountability frameworks and data subject rights
- Data breach response and ICO investigations
- Privacy policies, procedures and compliance frameworks
- Freedom of Information Act and Environmental Information Regulations
- Transparency, disclosure and public interest tests
- Confidentiality and statutory disclosure obligations.

Relevant experience

A UK Regulator – FOI and data protection: We advised on data protection, information governance and Freedom of Information matters, including requests where disclosure could prejudice the client's regulatory functions and required careful balancing of transparency obligations against statutory duties and regulatory objectives.

Higher Education Institution – FOI review: We advised a university on an FOI request requiring review of more than 600 documents, including exemption analysis, redactions and communications with the requester and ICO.

Data breach response: We advised a national organisation following exposure of sensitive personal data, including ICO reporting and communications with affected individuals, and advising a private sector organisation following a ransomware attack on reporting, mitigation and data subject communications.

Information Technology Law

Lot 1a, Lot 1b, Lot 2

Capital advises on all aspects of information technology law, including technology procurement and contracting, cyber security, data governance, digital rights and emerging technologies.

We support public sector organisations, regulators, educational institutions and technology businesses throughout the technology lifecycle, from procurement and implementation through to contract management, restructuring, transition and exit.

Our multidisciplinary team combines technology, commercial contracts, procurement, data protection, intellectual property, cyber security and regulatory expertise, enabling us to address the contractual, governance, security and regulatory risks surrounding technology development and deployment.

Our capability includes:

- IT and telecoms procurement and contracting
- Software development, maintenance and support agreements
- SaaS, cloud and managed services arrangements
- Hardware purchasing and software licensing
- Telecommunications and e-commerce
- Outsourcing and technology transformation
- Artificial intelligence and machine learning, internet of things and convergent technologies
- Cyber security and cyber resilience
- Data governance and digital rights
- Intellectual property and technology licensing.

Relevant experience

Technology solution provider: We regularly advise a leading provider of global technology solutions to telecommunications organisations, including on asset management and asset disposal services.

Regulated entities: We advise on and negotiate SaaS and bespoke software agreements for regulated entities, including data protection, IP ownership and ongoing use rights, use of AI and exit procedures.

Education sector client: We advise on potential risks and mitigation approaches relating to finance system updates for an education provider.

Insurance and Reinsurance

Lot 1a, Lot 1b, Lot 2

Capital advises insurers, reinsurers, Lloyd's market participants, Managing General Agents (MGAs), brokers and insurtech businesses on commercial, regulatory and governance issues.

Our multidisciplinary team combines insurance regulation, commercial contracts, financial services, corporate transactions, data protection, disputes and investigations expertise. For public sector buyers, this supports effective risk allocation, regulatory compliance, governance and value for money.

Our capability includes:

- Insurance and reinsurance arrangements
- Lloyd's, MGA and delegated authority arrangements
- Insurance distribution and intermediary regulation
- Product design, policy drafting and coverage issues
- FCA supervision, investigations and enforcement
- Consumer Duty, SMCR and governance frameworks
- Insurance distribution and outsourcing arrangements
- Mergers, acquisitions and strategic insurance-sector transactions.

Relevant experience

Insurance distribution framework: We advised on insurance distribution arrangements for insurers and intermediaries, including terms of business agreements and operational documentation. Our advice covered regulatory responsibilities, customer treatment, financial promotions, client money considerations and allocation of risk between distribution partners.

Insurance and reinsurance arrangements: We advise insurers and insurance groups on complex arrangements underpinning insurance operations, including underwriting frameworks, allocation of risk and responsibility, regulatory compliance and governance. Our work includes drafting and negotiating core insurance agreements and reinsurance treaties across multi-jurisdictional structures.

Policy coverage and application: We advise insurers and intermediaries on policy drafting and interpretation, and wider clients on policy application and compliance. Recent work includes supporting a national organisation on complex coverage issues and engagement with brokers and insurers arising from multifaceted litigation.

Intellectual Property Law

Lot 1a, Lot 1b, Lot 2

Capital advises businesses, public sector organisations, innovators, technology companies and brand owners on contentious and non-contentious intellectual property matters.

We support clients throughout the IP lifecycle, from identifying and protecting rights through to ownership, licensing, commercialisation and enforcement. Our lawyers advise on licensing, technology and collaboration agreements, branding arrangements, assignments and protection of confidential information and know-how.

Where disputes arise, we advise on trademark infringement, passing off, misuse of confidential information, trade secrets, licensing disputes and wider IP enforcement.

Our capability includes:

- Patents, copyright and trademarks
- Trade secrets and confidential information
- Database rights and registered and unregistered designs
- Supplementary protection certificates
- IP ownership, protection and commercialisation strategies
- Assignment and licensing
- IP due diligence in corporate transactions
- Brand protection and trademark strategy
- IP enforcement and dispute resolution.

Relevant experience

Managing trademark portfolios: We manage portfolios for several clients, including clearance searches, filing, prosecution, maintenance and global watch services.

IP protection: We advised on licensing IP to a university spin-out developing an innovative sensory product for people living with dementia.

Dispute resolution: We acted in a dispute with Channel 4 concerning the scope of broadcasting rights under a copyright licence agreement.

Investment and Asset Management

Lot 2

Capital advises independent financial advisers, fund managers, institutional investors, public sector investment bodies and financial institutions on legal and regulatory issues across the investment lifecycle.

Our multidisciplinary team combines investment, alternative investment fund, banking, financial services regulation, corporate and governance expertise to support clients in establishing, managing and growing investment structures and portfolios. We support clients on the structuring, operation and governance of investment vehicles, helping them navigate regulatory requirements while achieving their commercial objectives.

Our capability includes:

- AIFM fund governance
- Alternative investment and private capital structures
- Co-investment and syndicated investment arrangements
- Venture capital and growth capital investments
- Ongoing governance of assets and portfolios
- Financial promotions and investor categorisation
- FCA authorisations and regulatory compliance
- Investment-related commercial arrangements and outsourcing.

Relevant experience

Feeder fund and alternative investment proposition: We advised on the regulatory implications of a feeder fund structure into an AIF and the application of financial promotions requirements to high-risk private investments, including drafting documents for the development, launch and operation of the proposition.

Government-backed angel investment platform: We advised on the legal and regulatory framework governing a government-backed angel investment platform and co-investment fund, including investment structures designed to facilitate investment into small businesses and promote economic development.

Property investment scheme: We advised on the establishment of a property investment scheme alongside fund formation advisers, including investment-related regulatory advice, financial promotions and analysis of fund structures and investor-facing materials to support the launch of the investment proposition.

Investment and Commercial Banking

Lot 2

Capital advises UK and international banks, challenger banks, alternative and institutional lenders, investment funds, arrangers, corporates, corporate finance advisers and public sector finance organisations on corporate debt finance and strategic investment matters.

Combining banking and finance, corporate, financial services regulation, commercial contracts and disputes expertise, we provide practical, commercially focused advice across the lending and investment lifecycle, including bilateral and syndicated facilities, LMA-based lending, security and guarantees, portfolio documentation, refinancings, cross-border accessions and legal opinions. We also advise on the regulatory and governance framework affecting banking products, transactions and operations, including FCA/PRA authorisation, governance, product and change-in-control matters.

Our capability includes:

- Corporate and leveraged finance
- Investment structures
- Debt and equity investments
- Acquisition and project finance
- Structured finance and security arrangements
- Investment management and fund governance
- Banking regulatory matters
- Financial promotions and capital raising.

Relevant experience

HSBC UK Bank plc: We acted for HSBC on numerous lending transactions across its Corporate and Business Banking portfolio, including bilateral and syndicated facilities, refinancings, amendments and acquisition financings.

International banking – Canadian national banks: We advised two Canadian national banks on the accession of an English subsidiary to an existing facility, including English law security, guarantees and capacity and enforceability opinions.

Challenger bank – regulatory and commercial support: We have supported a Challenger bank since 2023 on commercial, regulatory and IP matters as it develops its UK savings and lending proposition.

Life Sciences

Lot 1a, Lot 1b, Lot 2

Capital advises organisations across the life sciences sector, including pharmaceutical companies, biotechnology businesses, medical device manufacturers, research organisations, investors and healthcare innovators. We understand the challenges of a highly regulated, innovation-led sector and help clients structure transactions, protect value, manage regulatory risk and bring products and technologies to market with confidence.

Our capability includes:

- Pharmaceutical, medical device and biotechnology matters
- Licensing and acquisition of new products
- Product development and commercialisation
- Manufacturing, supply and distribution agreements
- Clinical, research and development collaborations
- Technology transfer and intellectual property arrangements
- Acquisitions, disposals and investment transactions
- Commercial and regulatory due diligence
- Cross-border transactions and strategic collaborations
- Contentious and regulatory matters affecting life sciences organisations.

Relevant experience

Pharmaceutical sector support: We act for an international pharmaceutical manufacturer. We have advised them on matters of data protection, ensuring compliance for international data transfer and advised and negotiated contracts with large pharmaceutical drug owners for the manufacture and packaging of medicines.

Xiel – medical devices business sale: We advised Xiel's shareholders on the sale of the medical devices distribution business to MIS, backed by H2 Equity Partners. The transaction involved corporate, commercial and sector-specific considerations within the healthcare and medical devices market.

BiVictriX Therapeutics – biotechnology investment: We advised the Development Bank of Wales on investment activity involving BiVictriX Therapeutics, a biotechnology company that subsequently listed on AIM, demonstrating experience supporting growth-stage businesses in the life sciences sector.

Litigation and Dispute Resolution

Lot 4

Our multidisciplinary team brings together commercial litigation, public law, procurement and regulatory expertise to mitigate risk and deliver strategic outcomes aligned with clients' objectives, minimising operational disruption.

Our capability includes:

- PPP and project-related litigation and dispute resolution
- Commercial contract disputes, including performance and interpretation
- Procurement challenges and project delivery disputes
- Public law litigation, judicial review and statutory appeals
- Court proceedings from the High Court through to the Court of Appeal and Supreme Court
- Arbitration before LCIA, ICC, DIFC and ad hoc tribunals
- Specialist tribunals, including the Competition Appeal Tribunal
- Mediation and other alternative dispute resolution
- Regulatory investigations and challenges.

Relevant experience

Gambling Commission: We advised the Gambling Commission on the Fourth National Lottery competition in relation to procurement and judicial review litigation brought by unsuccessful applicants seeking hundreds of millions of pounds in damages. Acting as an extension of the in-house legal team, we worked alongside the on-the-record solicitors to provide daily strategic advice to the 4NL Programme Team and Board on both the litigation and implementation. We supported the Commission in securing this victory, including indemnity costs.

Public law litigation: We defended a regulator in judicial review and related multi-party High Court litigation concerning regulatory decision-making.

Flooding and Infrastructure Dispute: We acted for a major UK port operator in defending a complex property and infrastructure dispute arising from flooding affecting a waterfront residential development. The matter involved threatened High Court proceedings, fire safety enforcement issues and competing statutory obligations.

Maritime and Shipping

Lot 2

Capital advises port operators, shipping businesses, cargo owners and other organisations on commercial, regulatory and contentious maritime matters, including issues arising under the Harbours Act, Ports Act and wider maritime law. We draw on public law, commercial, regulatory, real estate, employment, corporate and disputes expertise to provide coordinated support across complex maritime matters.

Our capability includes:

- Harbour and port-related legal and regulatory matters
- Maritime and shipping-related commercial agreements
- Regulatory compliance and governance
- Procurement and major service contracts
- Infrastructure and development projects
- Property and real estate matters affecting ports and operational sites
- Environmental and planning considerations
- Employment, immigration and workforce issues
- Corporate transactions and commercial arrangements
- Litigation and dispute resolution.

Relevant experience

Associated British Ports (ABP): We supported ABP, the UK's largest port operator for more than 20 years on commercial agreements, port charges, governance and statutory harbour authority obligations, infrastructure and development projects. Recent work includes the sale of over 100 acres of waterfront land for a major regeneration scheme and debt recovery matters.

Maritime Services Provider: We advised a global maritime services provider on customer and supplier contracts, including terms governing vessel inspections, alongside sponsor licence and immigration support.

Cargo, trade and logistics disputes: We advised businesses involved in international trade and shipping on charterparty and bill of lading disputes, cargo and vessel damage, shipment delays, Incoterms and marine insurance. Recent matters include a £2.1 million international cargo dispute arising from regulatory action and advising a yacht distributor on a claim against a manufacturer concerning the supply of below-standard vessels.

Media Law

Lot 1a, Lot 1b, Lot 2

Capital advises public bodies, regulators, businesses and senior individuals on contentious and non-contentious media law, combining commercial, regulatory, disputes, privacy and reputation management expertise. We help clients manage legal and reputational risk before publication, respond quickly to damaging content or regulatory issues and structure media arrangements that protect commercial and organisational interests.

Our capability includes:

- Broadcasting licences and media agreements
- Content, publishing and licensing arrangements
- Defamation, libel and slander
- Malicious falsehood and negligent misstatement
- Privacy, confidentiality and unlawful publication
- Pre-publication advice and urgent injunctions
- Online content and social media disputes
- Advertising Standards Authority compliance and marketing regulation
- Intellectual property and brand protection
- Reputation and crisis management.

Relevant experience

Film and adaptation rights: We act for the owner of a portfolio of film titles on the grant of options and licensing of rights for film, television and stage adaptations based on the original works.

Streaming and performance rights: We act for a live content streaming platform. We have advised them on their equity structure and fundraising, as well as advising them on celebrity endorsement contracts, a contract with a national newspaper as well as advising them on terms for competitions.

Defamation and reputation: We advised business owners and company directors in connection with a high-profile pre-publication investigation by the BBC, ITV and S4C. Our team coordinated strategic responses to right of reply enquiries, providing advice on media law, reputational risk, regulatory exposure, and allegations of fraud, misconduct and non-compliance. We also acted for a prominent politician and business owner in relation to defamatory reporting, factual inaccuracies and breaches of the IPSO Editors' Code of Practice by a national media organisation.

Merger and Acquisition Activity

Lot 1a, Lot 1b, Lot 2

Capital advises UK and international organisations on buying and selling companies and businesses across a range of sectors. We have extensive experience of complex, fast-paced M&A transactions, primarily in the mid-market, typically from £5 million to £250 million, while also advising on larger and smaller deals. For public sector buyers, our transactional experience supports robust due diligence, clear assessment of risk and value, and well-governed, defensible decisions on acquisitions, disposals and strategic investments.

Our capability includes:

- Acquisitions and disposals of companies and businesses
- Buy-side and sell-side transactions
- Private equity-backed transactions
- Strategic acquisitions and bolt-on acquisitions
- Domestic and international M&A
- Transactions across a range of industry sectors
- Complex and fast-paced mid-market transactions.

Relevant experience

Development Bank of Wales: We advised Development Bank of Wales on its exit from Aparito, a software business focused on digitising decentralised clinical trials, securing an initial return of 2.9x.

WestBridge: We supported WestBridge on its circa £335 million exit from APEM Group, delivering an 11.5x multiple to investors.

Cardiff and Vale College: We advised the College on strategic acquisitions in the training provider sector, including ACT Training.

Outsourcing

Lot 1a, Lot 1b, Lot 2

Capital advises on all aspects of outsourcing and insourcing, including first and subsequent generation outsourcing, IT outsourcing, business process outsourcing, shared services and service transformation. We support clients from strategy development and procurement through to contract negotiation, implementation, transition, contract management, variation, re-procurement and exit.

Our capability includes:

- Outsourcing and insourcing strategy and structuring
- IT and business process outsourcing and managed services
- Shared services and collaborative delivery models
- Procurement and competitive tendering
- Service levels, performance regimes and remedies
- Governance and supplier management
- Subcontracting and supply chain arrangements
- Data protection, information security and regulatory compliance
- Contract variation, renegotiation and dispute management
- Transition, termination, exit and re-procurement
- TUPE, service provision changes and workforce transfers.

Relevant experience

Insurance-sector outsourcing: We negotiate outsourcing arrangements for regulated insurance entities, combining financial services, insurance and commercial expertise to address material outsourcing requirements while protecting clients' commercial positions.

Bank – cloud-based management system: We reviewed a material outsourcing involving a cloud-based management system, including outsourcing requirements, contractual protections, business continuity and data access and security.

Engineering infrastructure provider: We advised an outsourced engineering infrastructure service provider on contract terms, amendments and TUPE liabilities arising from workforce transfer.

Partnership Law

Lot 1a, Lot 1b, Lot 2

Capital provides practical, commercially-focused advice on all aspects of partnership law, supporting clients throughout the lifecycle of partnerships, LLPs, joint ventures and other collaborative structures. We draw on corporate, employment, property, procurement and restructuring expertise to provide joined-up advice. We have extensive healthcare partnership experience, advising GP practices and individual partners on regulatory and practical issues affecting primary care partnerships.

Our capability includes:

- Partnership and LLP establishment, governance and restructuring
- Decision-making, profit sharing, rights and obligations
- Succession planning and organisational change
- Admissions, retirements and partner exits
- Fiduciary duties and governance disputes
- Deadlock, business separation and dissolution
- Partnership insolvency
- Arbitration and other dispute resolution.

Relevant experience

Partnership governance review: We advised a professional services partnership on governance, profit-sharing and succession planning, including a modernised partnership agreement.

Collaborative partnership structure: We advised on a multi-party partnership arrangement, including governance, decision-making and risk-sharing provisions for services delivered across a regulated sector.

Expelled partner arbitration: We represented three partners in successfully defending an arbitration claim brought by an expelled partner.

Pensions Law

Lot 1a, Lot 1b, Lot 2

Capital advises public and private sector clients including local authorities, education bodies, employers, trustees, third-party contractors and decision-making bodies on a range of regulatory pensions matters. We have particular experience of public sector schemes including the NHS Pension Scheme, Local Government Pension Scheme and Teachers' Pension Scheme, and understand the challenges arising from legislative change, governance, employer participation, administration, member disputes and regulatory scrutiny.

Our capability includes:

- Outsourcing, insourcing and TUPE-related pension issues
- Employer admissions into public sector schemes and participation agreements
- Exit arrangements, scheme changes and consultation
- Pension scheme governance and decision-making
- Pension board and committee support
- Regulatory compliance and statutory interpretation
- Funding matters
- Discretions policies and scheme documentation
- Internal dispute resolution, Ombudsman complaints and investigations.

Relevant experience

Overpayment recovery: We advised on pension contributions overpaid into the Civil Service Pension Scheme where employees had been improperly placed into the scheme, including recovery options and strategy.

Workforce restructuring: We advised a higher education body on pension strain costs and application of the business efficiency test where voluntary redundancies were being considered.

Regulatory compliance: We advised on legal risks where employer pension contributions had not been made during statutory leave for several years, including engagement with the Pensions Regulator and affected members and strategies to resolve the issue.

Planning Law

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital advises on planning strategy and complex development projects, combining planning, environmental, real estate and public law expertise. We provide clear, pragmatic support on contentious and non-contentious matters, balancing commercial priorities with environmental and legal considerations.

Our capability includes:

- Planning strategy and policy
- Development projects and schemes
- Applications for development, construction and change of use
- Compulsory purchase orders and developer contributions, including Community Infrastructure Levy and s106
- Affordable housing and shared ownership
- Planning and development inquiries and appeals
- Development corporations
- Development plans and neighbourhood planning.

Relevant experience

Battery testing facility – strategic land acquisition: We represented a commercial R&D business formed by a higher education client on the acquisition of a strategic site for a battery testing facility. Our advice covered the planning process and obtaining a Certificate of Lawful Use, enforcement risk arising from the site's uncertain planning status, building regulations and health and safety risks linked to land contamination and waste, and flood-risk assessment including the potential impact of TAN15. The acquisition completed successfully following the grant of a CLUED, site clean-up and environmental insurance.

£80m net zero campus development: We advised a further education client on an £80 million net zero development comprising two new campus buildings and a 200-seat theatre, providing 13,000m² of learning space and involving collaboration with the local authority. As lead advisers, we finalised a Section 106 Agreement, advised on planning conditions and highways constraints, stopping-up orders and a Section 278 agreement, and worked with environmental consultants on flood-risk and TAN15 considerations. We also advised on physical and transition risks linked to the goal of achieving net zero carbon emissions in Wales by 2050.

Private Law Litigation and Dispute Resolution

Lot 1a, Lot 1b, Lot 3

Capital advises public sector bodies, regulators and businesses on a wide range of private law disputes, most often acting for defendants. Our experience spans property, intellectual property, confidentiality, data protection, human rights, tortious liability and non-contractual recovery. We assess litigation risk early, develop robust strategies and seek efficient resolution through negotiation, mediation and other ADR.

Our capability includes:

- Defending private law claims by individuals, businesses and stakeholders
- Property and real estate litigation and dispute resolution, including disputes concerning ownership, occupation, access and associated rights
- Intellectual property disputes, including trademarks, copyright, design rights and confidential information
- Breach of confidence and misuse of confidential information
- Human Rights Act and GDPR damages claims
- Data protection, privacy and information rights disputes
- Tortious claims, including misrepresentation and other civil wrongs
- ICO investigations, enforcement and regulatory engagement
- Contentious subject access and Freedom of Information disputes
- Non-contractual recovery and associated civil proceedings.

Relevant experience

Cardiff Metropolitan University – possession proceedings: We advised Cardiff Metropolitan University in possession proceedings against a student occupier following illegal and anti-social behaviour, including an untested point under the Renting Homes (Wales) Act 2016.

Intellectual property disputes: We successfully defended a trademark and domain name ownership claim; acted for a regulator in a trademark infringement and passing-off dispute; and represented a medical supplier in passing-off and misrepresentation proceedings.

Confidentiality and privacy: We advised a multinational organisation on alleged employee misuse of confidential information and breach of privacy obligations, including enforcement options and risk mitigation.

Project and Asset Finance

Lot 2, Lot 4

Capital advises lenders and borrowers on project-linked and asset-backed financings, with particular strength in real estate investment and development finance and secured lending against operating assets. We advise on acquisition and development facilities, portfolio financings, refinancings, security packages and cross-border structures, working with our Real Estate, Corporate and Energy/Projects teams where multidisciplinary support is required.

Our capability includes:

- Project and infrastructure finance
- Asset finance
- Structured finance, including securitisation
- Acquisition and development facilities
- Real estate investment and development finance
- Portfolio financings and refinancings
- Secured lending against operating assets
- Security packages
- Cross-border financing structures.

Relevant experience

Electric commercial vehicle project: We advised a global logistics company, as lender, on a secured term loan to a subsidiary for the development and manufacture of a state-of-the-art electric-powered cargo truck.

Logistics portfolio and development pipeline: We advised on a c.£1 billion debt financing of a standing logistics portfolio and development pipeline, combining asset-backed and development financing considerations.

Commercial property portfolio: We advised on a £13 million refinancing and intra-group transfer of a commercial property portfolio, alongside regular lender-side development and property security work.

Projects and Transactions

Lot 2, Lot 4

Capital provides end-to-end legal support for complex commercial, infrastructure and transformation projects, including in highly regulated environments. We support projects from inception and structuring through procurement, financing, delivery, operation and exit, combining commercial, procurement, construction, planning, real estate, finance, regulatory, public law and disputes expertise.

Our capability includes:

- Complex commercial and infrastructure projects
- Major procurements and transformation programmes
- Project structuring and governance
- Infrastructure and development arrangements
- Project and transaction financing
- Commercial contracts and procurement
- Regulatory and public law issues
- Real estate, planning and construction
- Technology and digital transformation
- Multi-party and stakeholder arrangements
- Operational, transition and exit issues
- Project management of multidisciplinary legal workstreams.

Relevant experience

Gambling Commission –National Lottery Transformation Programme:

We advised the Gambling Commission on the Fourth National Lottery Competition and transition from Camelot to Allwyn. We assembled a multidisciplinary team covering public law, procurement, commercial contracts, regulatory law, technology and governance, supporting a major technology and operational transformation while managing significant procurement and litigation risk.

Transport for Wales (TFW) – infrastructure delivery: We advised TFW on bespoke tripartite and quadripartite agreements involving Welsh Government, local authorities, rail operators and TFW, supporting funding mechanisms, land transfers and delivery arrangements for complex rail and transport projects.

LanzaTech UK – SAF production facility: We advised LanzaTech on the development of one of the world's first commercial-scale alcohol-to-jet production facility on 35 acres of brownfield land owned by Associated British Ports, with a predicted end development value of £1 billion. We assembled a cross-firm team covering regulatory, environmental, planning, real estate, construction, commercial and project finance matters.

Projects/Public-Private Partnerships (PPP)

Lot 1a, Lot 1b

Capital advises across the full lifecycle of complex construction, infrastructure and PPP/PFI/MIM projects. We understand the additional complexity created by long-term contractual arrangements and facilities management requirements, and provide pragmatic, commercially focused advice from procurement and structuring through operational delivery and handback.

Our capability includes:

- Procurement, commissioning, operational delivery and handback
- Preparation and negotiation of PPP/PFI/MIM project agreements and ancillary documents
- Development agreements and construction contracts, including NEC, JCT and bespoke forms
- Consultant appointments and novation agreements
- Contractual interpretation, performance issues, warning notices and payment disputes
- Early works agreements, settlement agreements, indemnities and letters of intent
- Termination, defects, operational disputes and compensation
- Capital works and service variations, equipment replacement and variation protocols
- Step-in advice
- Supply chain insolvency
- Building and fire safety
- Project management.

Relevant experience

£270m PPP/PFI student accommodation scheme: We acted for the lead contractor on a £270 million student accommodation project, reviewing the bespoke Project Agreement and negotiating the Pre-Construction Services Agreement, Main Contract and Sub-Contract to pass obligations seamlessly through the contract chain.

£90m high-rise development: We advised on an award-winning £90 million, 26-storey development, including the Development Loan Agreement, Agreements for Lease, district heating documents, JCT Building Contract and ancillary construction documentation.

£145m university development: We advised on a £145 million university research and flagship building project from tender through to completion, including an NEC Main Contract, project-specific sub-contracts and Compensation Events.

Property and Real Estate Litigation and Dispute Resolution

Lot 1a, Lot 1b, Lot 2, Lot 3

Capital provides commercially focused advice on property and real estate litigation and dispute resolution. We act for owners, landlords and tenants, developers, housing associations, institutional investors and corporate occupiers, advising throughout the lifecycle of ownership and occupation. Working with our wider Property team, we align litigation strategy, drawing on construction, planning and other specialists where required.

Our capability includes:

- Commercial property litigation
- Property and asset management across commercial and residential portfolios
- Landlord and tenant disputes, including Landlord and Tenant Act 1954 matters
- Lease renewals, terminations and property notices
- Dilapidations and other breaches of lease
- Rent reviews and service charges
- Property investments and acquisitions
- Telecommunications and utilities disputes
- Rights of way, easements and boundary issues
- Party wall and rights of light matters
- Development disputes.

Relevant experience

Commercial property portfolios: We regularly advise institutional landlords and housing associations on portfolio management issues, including lease breaks, enforcement of tenant covenants and dilapidations.

Dilapidations claim: We acted for an international toy manufacturer in relation to a significant dilapidations claim concerning its UK offices.

British Medical Association (BMA) – GP property disputes: We acted for the BMA in advising GP surgeries on service charge and other property disputes with NHS Property Services.

Property, Real Estate and Real Estate Finance

Lot 4

Capital advises across the real estate lifecycle, supporting clients on ownership, management, development and finance through clear, commercially focused advice. Our experience covers contentious and non-contentious real estate, construction and built environment matters across sectors including renewable energy, healthcare, education, local government and social housing.

Our capability includes:

- Crown, commercial and residential real estate
- Investment, redevelopment, acquisition and disposal
- Compulsory purchase and property sales
- Freehold, leasehold and licences
- Landlord and tenant matters and social housing
- Real estate litigation and disputes
- Property finance
- Clawback, overage, options and development agreements
- Agricultural law.

Relevant experience

Net zero college development: We acted as lead advisers to a further education college on a net zero carbon development comprising two new buildings and a 200-seat theatre, providing 13,000m² of learning space. We advised on ownership, funding and development issues, helping unlock funding while supporting delivery of Welsh Government decarbonisation objectives.

£7.4m local authority housing acquisition: We advised a local authority on the £7.4 million acquisition of housing land from the Secretary of State for Defence and a long leaseholder under a complex ownership structure. The acquisition increased the authority's housing stock during a period of high demand.

Innovative Housing Programme: We acted for a public sector organisation on £33 million of loan and grant funding across 14 schemes involving 14 registered social landlords, including bespoke escrow arrangements linked to development obligations.

Public Inquiries — Non-Statutory Independent Inquiries/Reviews

Lot 2

Capital advises on all aspects of non-statutory inquiries and independent reviews, supporting public bodies, regulators and other organisations in establishing and conducting fair, robust and effective review processes. We draw on our public law, regulatory, investigations, disclosure and disputes expertise from initial scoping through evidence gathering and reporting, with a focus on fairness, independence and defensible decision-making.

Our capability includes:

- Setting up investigations and reviews, including scope, terms of reference, timing, resourcing and cost
- Processes, procedures and governance to manage legal risk
- Establishing and managing review teams and legal administration
- Evidence and information management, including data security and data protection
- Obtaining witness evidence and providing witness support
- Producing independent reports and findings
- Supporting Coroners and Chairs on complex or sensitive reviews and inquiries
- Representing organisations and individual witnesses
- Identifying, retaining and providing relevant documents and witness statements
- Managing legal and reputational risk

Relevant experience

Independent review for S4C: We conducted an independent review into the working environment and organisational culture at S4C, advising on governance, public law and reputational issues and supporting publication of the findings in a high-profile and politically sensitive context.

Whistleblowing investigation for a public body: We conducted an independent investigation following whistleblowing concerns regarding an operational case team, involving witness evidence, governance issues and organisational decision-making.

Independent workplace investigations: Our dedicated workplace investigations team has led public sector investigations, including allegations of bullying and harassment involving a regulator and sensitive investigations concerning headteachers and lecturers within the education sector.

Public Inquiries — Support to Participants and Inquests

Lot 1a, Lot 1b, Lot 2

Capital provides strategic legal support to individuals, public bodies, regulators, charities and other organisations participating in public inquiries and inquests. We understand the legal, operational and reputational pressures these proceedings can create and help clients engage confidently throughout complex and highly scrutinised processes. We combine inquiry and inquest experience with wider public law, regulatory and disputes expertise, supporting clients on the proceedings and related governance, accountability and reputational issues.

Our capability includes:

- Advising core participants, witnesses and organisations
- Securing core participant status and preparing applications
- Advising interested parties and bereaved families at inquests
- Article 2 and complex, multi-party and high-profile inquests
- Witness interviews and preparation of witness statements, including trauma-informed practice
- Document review, evidence and disclosure management at scale
- Instructing and working with Counsel
- Maxwellisation and responses to proposed criticism
- Public law, human rights and governance issues
- Reputational, stakeholder and strategic support throughout proceedings.

Relevant experience

Infected Blood Inquiry: Our lawyers have represented over 300 Core Participants and three charities in the Infected Blood Inquiry, providing support through proceedings of exceptional scale and evidential complexity. This work contributed to the establishment of the compensation scheme for victims of contaminated blood.

UK Covid-19 Inquiry: We have acted for a Welsh public body in the large-scale UK Covid-19 Inquiry, including drafting its successful Core Participant application.

Complex and high-profile inquests: We have represented interested parties and bereaved families in complex Article 2 inquests, including a multiple-fatality house fire and deaths of children and young people. We also acted for Cardiff City Football Club in the inquest into the death of Emiliano Sala, involving significant national and international media attention.

Public Law Litigation and Dispute Resolution

Lot 1a, Lot 1b, Lot 3

Capital helps public sector organisations defend and manage public law challenges, including judicial reviews, statutory appeals, regulatory disputes and investigations. We provide clear, pragmatic advice focused on achieving lawful, robust and defensible outcomes. We work closely with legal, policy and operational teams to minimise risk and disruption.

Our capability includes:

- Judicial review and statutory appeals
- Regulatory disputes and investigations
- Public law risk and pre-action advice
- Regulatory powers and decision-making
- Equality duties and statutory interpretation
- Devolution and constitutional issues
- Information law
- Public inquiries and investigations
- Stakeholder management in politically sensitive matters.

Relevant experience

Regulatory judicial review and High Court litigation: We defended a regulator in ongoing judicial review and related multi-party High Court litigation concerning regulatory decision-making.

Pre-action judicial review risk: We advised a professional regulator on judicial review risk at the pre-action stage, strengthening the legal defensibility of a proposed decision.

NHS service reconfiguration: We acted in significant public law challenges involving statutory interpretation, equality duties and NHS service reconfiguration.

Public Law

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital advises government departments, local authorities, regulators and other public sector organisations on contentious and non-contentious public and regulatory law matters. We support clients on the development and implementation of policy, legislation and decision-making. We are also experienced in defending public law challenges and supporting public sector bodies with inquiries and inquests. Where needed, we draw on disputes, commercial, corporate and other specialists to provide coordinated advice.

Our capability includes:

- Judicial review and statutory challenge
- Policy development and statutory interpretation
- Drafting rules, regulations, policies and procedures
- Governance and decision-making
- Regulatory compliance
- Public inquiries and inquests
- Human rights and equality law
- Education law
- Devolution.

Relevant experience

Judicial review: We acted for a claimant organisation in a judicial review challenging changes to a major public sector pension scheme, involving allegations of unlawful consultation, flawed decision-making and breach of equality duties. We also advised regulators at pre-action stage on judicial review risk arising from proposed decisions, helping strengthen the defensibility of their approach.

Drafting: We advised a regulator on the development and drafting of regulatory rules and associated requirements, helping translate regulatory and policy objectives into clear and legally robust provisions within its statutory framework. We have also drafted committee procedures for local government, ensuring compliance with the relevant regulations.

Welsh public law and devolution: We advised on and drafted an arrangement under the Government of Wales Act 2006 enabling a public authority to exercise certain functions of the Welsh Ministers, requiring detailed analysis of the relevant statutory and governance framework.

Public Procurement Law

Lot 1a, Lot 1b, Lot 2, Lot 4

Capital advises public sector organisations on procurement law and complex procurements, supporting clients from planning and route-to-market decisions through to award, contract management, modifications and disputes. We advise on complex and time sensitive procurement issues, helping clients manage legal and commercial risk and deliver compliant, defensible outcomes.

Our capability includes:

- Procurement Act 2023, Public Contracts Regulations 2015 and Provider Selection Regime advice
- Domestic, Assimilated Law and international public procurement law
- Procurement strategy, route-to-market advice and bespoke procedures
- Direct awards, exemptions and framework compliance
- Drafting specifications, invitations to tender, evaluation criteria and procurement documentation
- Evaluation, moderation and assessor training
- Contract modifications and contract management
- Procurement and public law challenges
- Procurement project management and governance support
- Welsh and English procurement law and policy requirements.

Relevant experience

Apprenticeship procurement: We supported a multi-million-pound apprenticeship procurement, including procurement strategy, documentation and advice through a highly contentious process, helping minimise challenge risk while supporting delivery of the authority's objectives.

Provider Selection Regime: We advised a local authority on the Health Care Services (Provider Selection Regime) Regulations 2023, including procurement of sexual health services with an innovative digital service.

Social care software contract review: We provided urgent advice on a social care software arrangement raising significant data protection concerns, helping the authority understand its legal position and identify an appropriate remediation strategy.

Public-Private Partnerships (PPP)

Lot 4

Capital advises across the lifecycle of PFI, PPP and MIM projects, supporting clients from procurement and project structuring through to operational delivery and handback.

PFI, PPP and MIM projects involve complex, long-term contractual arrangements and multiple stakeholders, including facilities management providers. Our experience acting for all parties enables us to take a pragmatic and commercial approach.

Our capability includes:

- Advising clients on every aspect of a project's lifecycle, from procurement and commissioning through to operational delivery and handback procedures
- Preparation and negotiation of project contracts and ancillary documents
- Contractual interpretation, performance issues, warning notices and payment disputes
- Contract variations and re-procurement of critical services
- Early works, settlements, indemnities and letters of intent
- Termination, defects, operational disputes and compensation
- Capital works and service variations, equipment replacement and variation protocols
- Step-in advice
- Relationship management.

Relevant experience

£270m PPP/PFI student accommodation scheme: We acted for the lead contractor on a £270 million PFI student accommodation scheme, reviewing and advising on the bespoke Project Agreement and negotiating the Pre-Construction Services Agreement, Main Contract and Sub-Contract to pass obligations seamlessly through the contract chain.

Net zero education development – MIM: We advised on the first net zero carbon education development in Wales procured through the MIM model. We negotiated the Pre-Construction Services Agreement, bespoke PFI/PPP Development Agreement and Main Contract, advised on title and access issues, ancillary documents and a bespoke MIM sub-contract. We also advised on evolving risk allocation under the funding model.

Real Estate and Real Estate Finance

Lot 1a, Lot 1b, Lot 2

Capital advises clients throughout the real estate lifecycle, from ownership, investment and development through to management, finance and disputes. Our expertise spans contentious and non-contentious real estate, construction and built environment matters, with particular strength in renewable energy, healthcare, education, local government and social housing.

We provide clear, commercially astute advice and often bridge the public and private sectors on large-scale projects, drawing on Public Law expertise where required.

Our capability includes:

- Crown, commercial and residential real estate
- Investment, redevelopment, acquisition and disposal, including relevant tax advice
- Compulsory purchase and property sales
- Freehold, leasehold, licences and landlord and tenant matters
- Social housing
- Real estate litigation and disputes
- Property finance
- Clawback, overage, options and development agreements
- Rural, agricultural and land matters.

Relevant experience

Net zero college development: We acted as lead advisers to a further education college on a net zero carbon development comprising two new buildings and a 200-seat theatre, providing 13,000m² of learning space. We advised on ownership, funding and development issues, helping unlock funding and support Welsh Government decarbonisation objectives.

£7.4m local authority housing acquisition: We advised a local authority on the £7.4 million acquisition of housing land from the Secretary of State for Defence and a long leaseholder under a complex ownership structure. The acquisition increased the authority's housing stock during high demand.

Innovative Housing Programme: We acted for a public sector organisation on £33 million of loan and grant funding across 14 schemes and 14 registered social landlords, including bespoke escrow arrangements linked to development obligations.

Restructuring and Insolvency

Lot 1a, Lot 1b, Lot 2

Capital advises public sector buyers, businesses, directors and insolvency practitioners on financial distress, contentious insolvency and recovery matters. Our work includes insolvency litigation and fraud claims, pre-insolvency advice, investigations, stakeholder planning, litigation funding and recovery strategies. We can also coordinate cross-border support through our international network.

We support contingency planning, contract termination and transition, recovery of sums owed, investigation of suspected wrongdoing and liaison with insolvency practitioners. Where matters raise wider public law, procurement or regulatory issues, our insolvency lawyers work with colleagues across commercial litigation, finance, corporate, employment, real estate and investigations to provide a coordinated response.

Our capability includes:

- Company insolvencies and restructuring
- Supplier distress and supply chain insolvency
- Early risk assessment and creditor and stakeholder strategy
- Consequences and mitigation of major supplier insolvency
- Contingency planning, contract termination and transition
- Recovery of sums owed and enforcement
- Investigation of suspected wrongdoing and fraud claims
- Pursuit and defence of insolvency-related claims
- Special administration regimes
- Related public law, procurement, regulatory and reputational issues.

Relevant experience

Supplier distress and continuity planning: We advised a public-interest organisation on the legal and operational risks arising from the potential failure of a key service provider. Our team assessed contractual protections, recovery options, governance considerations and continuity arrangements, helping the client understand available remedies and prepare for potential service disruption. We also advised on managing the associated legal, regulatory and reputational risks, supporting informed decision-making and operational resilience.

Sports Law

Lot 1a, Lot 1b, Lot 2

Capital advises national governing bodies, regulators, clubs, athletes, businesses and public sector organisations. Our clients include Bristol City Women, Cardiff Athletic Club, Cardiff City FC, Dragons RFC, Glamorgan Cricket Club, Pontypridd United and Wrexham AFC. We support clients on regulatory scrutiny, safeguarding and integrity, employment, commercial partnerships and high-profile disputes.

Our capability includes:

- Athlete rights and conduct
- Endorsements and image rights
- Sports sponsorship and commercial arrangements
- Regulatory, disciplinary and integrity matters
- Safeguarding
- Employment and athlete contracts
- Bidding and hosting major sporting events
- High-performance sport
- Sports science, medicine, research and innovation.

Relevant experience

Regulation, integrity and disputes: We represented Pontypridd United before a sports disciplinary tribunal, reducing a proposed 141-point deduction to six points. We advised UK Anti-Doping on legal, statutory and GDPR matters. We advise Cardiff City FC on strategic, commercial and contentious matters, including the Emiliano Sala transfer litigation, professional negligence, sponsorship and procurement agreements, kit supplier procurement, ticketing, image rights and inquests.

Rugby and competition law: We advised Welsh professional rugby regions on agreements with Welsh Rugby Union and act for Swansea Council in competition proceedings alleging anti-competitive conduct by the WRU.

International sports regulation: We appeared before the French Assembly with Mercedes Taffarel to propose the “Sala amendments”, now incorporated into Law No. 2026-725 of 3 August 2026 on the organisation, management and financing of professional sport.

Statutory Civil Recovery

Lot 3

Capital advises individuals and organisations on statutory civil recovery under Part 5 of the Proceeds of Crime Act 2002 (POCA), including matters where civil recovery is pursued instead of criminal proceedings.

As only a small number of agencies exercise statutory civil recovery powers, Capital's direct experience has primarily focused on advising individuals and organisations who may be subject to civil recovery action and engaging with agencies regarding the validity of their claims.

Our capability includes:

- Advising on statutory civil recovery under Part 5 POCA
- Advising individuals and organisations who may be subject to a civil recovery order
- Engaging with agencies seeking to bring civil recovery proceedings
- Advising on the validity of civil recovery claims
- Supporting clients through negotiations and litigation relating to statutory civil recovery
- Advising on related Proceeds of Crime Act 2002 issues.

Relevant experience

Civil recovery – individuals and corporates: We advised individuals and organisations who may be subject to civil recovery orders, including engagement with agencies seeking to bring proceedings regarding the validity of their claims.

Serious Fraud Office experience: Four members of our Disputes team previously worked at the SFO, where statutory civil recovery powers were frequently considered as an alternative to criminal proceedings.

Accredited Financial Investigator expertise: Our team includes a forensic accountant investigator who previously held the role of Accredited Financial Investigator at the SFO and has significant experience of the Proceeds of Crime Act 2002.

Supporting Public Inquiries

Lot 1a, Lot 1b

Capital supports statutory and non-statutory public inquiries and inquests, drawing on experience of some of the UK's largest and most complex statutory inquiries.

Our public law and regulatory expertise, combined with experience of high-profile inquiries, enables us to support an inquiry from establishment through to conclusion. We can assemble a multidisciplinary team with a single matter lead coordinating legal, disclosure and operational work.

Our capability includes:

- Acting as solicitor to an inquiry under the Inquiries Act 2005 and Inquiry Rules 2006, including assessment of legal costs awards
- Instructing and working with Inquiry Counsel and monitoring legal spend
- Devising fair and robust inquiry procedures and protocols
- Core participant and witness issues
- Document collection, review and disclosure, including inquiry records, virtual data rooms and e-disclosure
- Transfer of inquiry records to the relevant public record office
- Information governance and confidentiality
- Witness evidence and hearing preparation
- Responding to judicial reviews against Inquiry Chairs or Coroners
- Governance, reporting and stakeholder management.

Relevant experience

UK Infected Blood Inquiry and UK Covid-19 Inquiry: We represented core participants in both inquiries, working closely with inquiry solicitors and counsel and gaining first-hand experience of complex statutory inquiries involving extensive evidence and significant public interest.

Judicial review of inquiry and coronial decisions: We acted in judicial review proceedings concerning issues arising during a public inquiry and decisions made by coroners, providing direct insight into how such decisions may be challenged or defended.

Public inquiries, inquests and public law litigation: Our team has experience across public inquiries, major inquests and judicial review, including advising public bodies and other organisations on contentious public law matters and strategic litigation.

Sustainable Finance/Green Finance

Lot 1a, Lot 1b, Lot 2

Capital advises on green and sustainability-linked finance structures and the legal issues associated with funding low-carbon and environmentally beneficial projects. We combine finance capability with corporate investment, energy, environmental, real estate and projects expertise, enabling us to advise on both the financing structure and the underlying sustainable project.

Our capability includes:

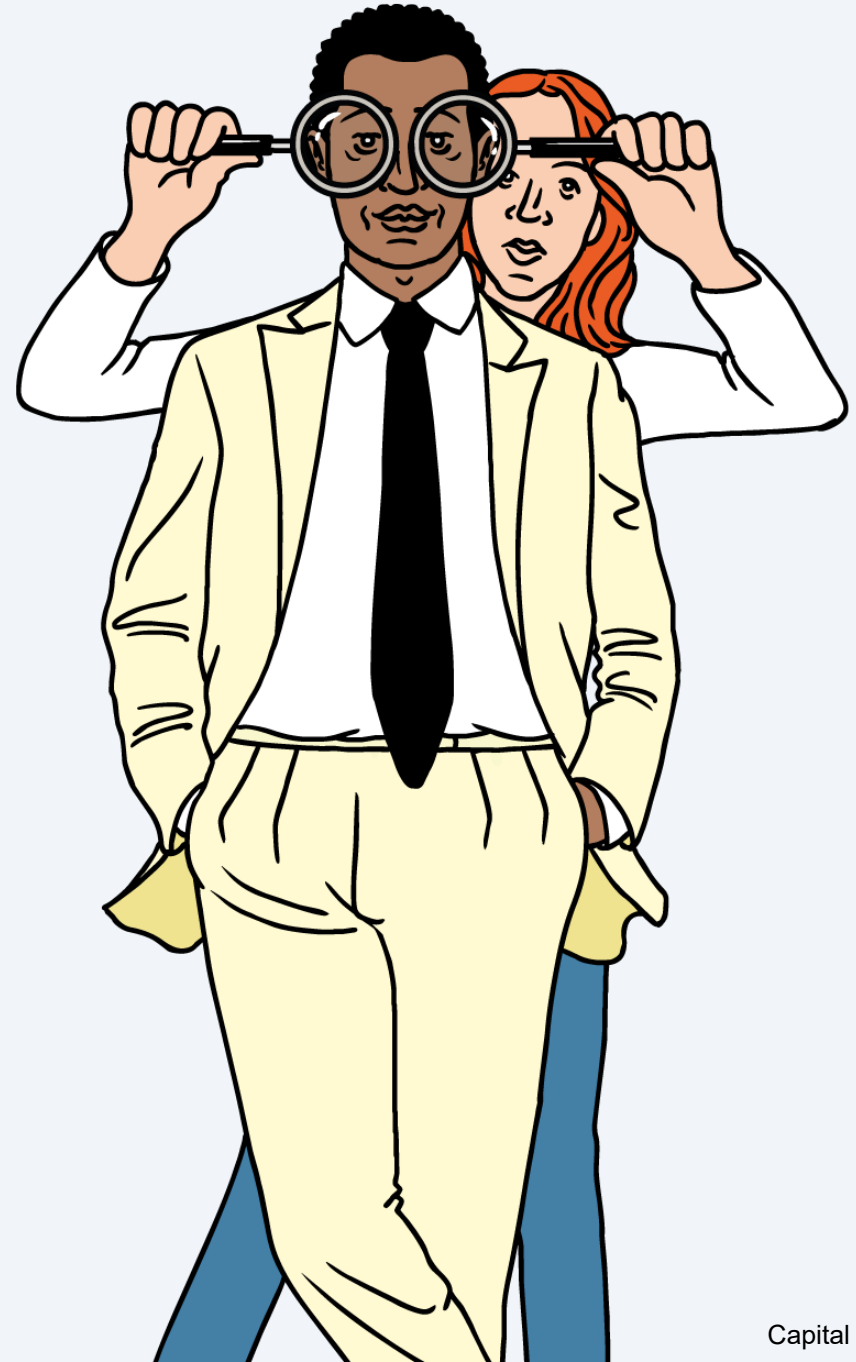
- Green and sustainability-linked loans
- Use-of-proceeds requirements
- Sustainability KPIs and targets
- Margin ratchets
- Reporting and verification
- Declassification and anti-greenwashing provisions
- Financing structures supporting low-carbon and environmentally beneficial projects.

Relevant experience

Marine Power Systems – £8m Welsh Government investment: We advised Marine Power Systems on an £8 million investment to accelerate commercialisation of its Welsh Government deep-water offshore wind platform and support expansion of offshore wind generation.

South Wales Industrial Cluster – £20m decarbonisation funding: As project partner and legal adviser to the South Wales Industrial Cluster, we supported its funding application and collaboration arrangements ahead of an additional £20 million Innovate UK grant for its decarbonisation deployment project.

Riversimple – sustainable transport funding: We advised the Development Bank of Wales and syndicate investors on a £1.5 million funding round for Riversimple, supporting customer trials of hydrogen-powered vehicles and participation in a wider green hydrogen energy system.





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