

RM6374 Legal Panel for Public Sector

Supplier Prospectus - Blake Morgan LLP

Version 1.0 – 11th September 2026

Awarded framework lots

- Lot 1a - Full Legal Service Provision for all Public Sector
- Lot 1b - Full Legal Service Provision for Local Government and Local Communities
- Lot 1c - Full Legal Service Provision for Health and Social Care
- Lot 2 - Focused Legal Support
- Lot 3 - Litigation and Disputes
- Lot 4 - Projects and Complex Advice including Public-Private Partnerships

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This prospectus contains information for public-sector buyers using RM6374 Legal Panel for Public Sector. Access should be restricted to buyers tasked with delegated authority to call off legal services.

The information used throughout this prospectus is not commercially sensitive and does not include personal information. Where information is not a matter of public record, it has been anonymised, generalised or included with appropriate permission.

Supplier introduction

Introducing Blake Morgan LLP

Blake Morgan is a full-service UK law firm advising public bodies, not-for-profit organisations and delivery partners across England and Wales. We have 92 partners and more than 500 people in Cardiff, London, Manchester, Oxford, Reading and Southampton. This means that framework buyers can draw on national coverage, local knowledge and specialist teams who understand public-sector decision-making.

Our work covers health and social care, local government, education, housing, charities, regulation, transport, infrastructure, technology, procurement, employment, property, public law and disputes. We understand these areas often overlap, with advice often needing to protect a live service, support a funding decision, manage a supplier issue, guide a committee paper or give a regulator a defensible legal record.

Working with public-sector priorities

Framework buyers will need legal advice where service delivery, accountability and operational pressure meet. A procurement route may affect resident services, staff transfers, supplier resilience, committee reporting and challenge risk. A health or care issue may involve patient access, safeguarding, data, commissioning and affordability. A project may need construction, land, funding, procurement, decarbonisation and long-term operation to be considered together. We identify these links early, explain the options clearly and support a decision that is practical and properly recorded.

Our experience matters. We have supported national medicines access, branded medicines pricing, digital health systems, urgent mental health advice, Covid-19 inquiry response, waste and recycling, leisure, school estates, transport infrastructure, regeneration land, tower re-cladding, building safety and public highways. In each case, the work had to help the buyer do something practical: keep a service running, protect access, manage scrutiny, preserve public value, strengthen the procurement record or move a project towards delivery.

Effective advice also needs to be usable by the people who must act on it. We would agree the output at the outset, such as a route-to-market recommendation, contract control, committee paper, risk note, settlement strategy, implementation plan or audit trail. The aim is to give officers, boards, committees, senior leaders and operational teams a clear basis for the next decision.

How we support delivery

At the start of an instruction, we agree the outcome, scope, timetable, responsibilities, reporting needs and budget controls. We then shape the advice around the framework buyer decision being made and the evidence needed if the instruction is reviewed, challenged or audited.

Penri Desscan, Partner, Board Member and Head of Commercial Law, will act as Framework Lead.

He will be supported by the framework relationship team, with a team of senior lawyers available for assurance, escalation and cross-specialism input where an instruction is sensitive, urgent or strategically important. We keep communication proportionate, so framework buyers know who is doing the work, what assumptions sit behind the advice, which decisions are needed and how risk, scope, timetable or budget may be changing. We can deliver the services within each relevant specialism across England and Wales through the appointed RM6374 lots. Where an instruction needs more capacity, technical input or joined-up advice across specialisms, we draw on the wider firm and match support to the work required.

Team structure



Penri Desscan

Framework Lead

Penri would be your senior escalation point for assurance, complex issues and cross-specialism coordination. He provides board-level oversight and commercial, charities and not-for-profit experience to support clear decisions and proportionate delivery.

penri.desscan@blakemorgan.co.uk | 02920 686212



Vic Morgan

Relationship Manager

Victoria would be your main relationship contact for onboarding, framework management, reporting and service feedback. She would help framework buyers receive a consistent set-up, clear management information and compliant delivery across call-off arrangements.

Victoria.Morgan@blakemorgan.co.uk | 02920 686176



Alexander Hamp

Framework Deputy

Alex would support mobilisation and help route buyer queries to the right legal team. He coordinates relationship activity, internal follow-up and opportunity tracking so instructions progress with the right legal and sector input.

alexander.hamp@blakemorgan.co.uk | 01865 258012



Gaby Hamerton

Bid/Tender Contact

Gaby would be your contact for bid and tender queries, procurement questions and response coordination. She works with legal and operational teams to keep submissions accurate, timely and aligned to the buyer's stated requirements.

Gaby.Hamerton@blakemorgan.co.uk | 02380 857380

The contacts above are the entry point for framework relationship management, bid and tender queries, mobilisation and senior escalation. Each instruction will be allocated to the most relevant specialist lawyer or team, with wider Blake Morgan support at the right seniority. We can add lawyers, legal project management, document review resource and sector specialists where needed. Roles, reporting lines and budget controls will be agreed at the start of each instruction.

We resource work proportionately. The right level of lawyer is assigned to each task, with partner oversight for strategy, sensitive issues and final accountability. Legal directors and senior associates manage complex workstreams, while associates, trainees and paralegals support drafting, research, document management and process work where cost-effective. Where overseas law, regulation, assets or counterparties are involved, we can coordinate independent input through TAGLaw, with Blake Morgan remaining the buyer's single point of contact.

Lot	Lawyers with market / sector experience available (with overlap across specialisms)	
1a	Full-service legal support for public-sector buyers across core advisory, transactional, regulatory and disputes work.	187
1b	Full-service support for local government, communities, statutory services, regeneration and local delivery.	224
1c	Health and social care advice covering commissioning, care delivery, safeguarding, governance and service continuity.	117
2	Targeted specialist support for discrete legal issues, projects or advice needs.	270
3	Litigation, disputes and challenge support across public law, procurement, property, regulatory and operational matters.	143
4	Complex projects, infrastructure and Public-Private Partnerships support, including procurement, delivery risk, variation and handback.	155

Social value

At call-off, we would agree activity linked to jobs and skills, social mobility, community partnerships, equal opportunity, wellbeing, responsible business and carbon reduction, with named leads, reporting points and evidence requirements.

Our Environmental, Social and Governance policy links buyer priorities with practical delivery routes by combining firmwide coordination with local activity. BM Connect brings together our charity, community, wellbeing, environmental and inclusion work, while Growing Ambitions provides work experience for students from social housing communities. MyTime supports volunteering, wellbeing and community activity through additional time away from client work. This activity is reinforced by office charity partnerships, apprenticeships, wellbeing support, equality, diversity and inclusion work, compliance and supply-chain management.

Buyer support and reporting

At call-off stage, we would agree a short social value plan setting out the activity, named Blake Morgan lead, target output, reporting date and evidence needed. Activity might include placements, apprenticeship or employability sessions, links to office charity partners, volunteering through MyTime, and activity recorded through PeopleAccess for reporting.

BM Connect helps coordinate local delivery through office committees and a firmwide forum covering charity, wellbeing, environment, social and culture, inclusion and colleague representation.

Reporting could cover agreed activity, participants, hours, funds raised, events, organisations supported, feedback and evidence. Recent activity includes 104 work experience placements and more than 3,000 hours of work experience between 1 May 2024 and 30 April 2025, apprenticeship levy-funded training, community and volunteering hours, wellbeing support and support for the Social Welfare Solicitors Qualification Fund. Examples include Growing Ambitions, the Lord Edmund Davies Legal Education Trust, apprenticeship networking in Wales, office charity partnerships, legal walks, fundraising, Pride activity, wellbeing initiatives, volunteering and environmental activity.

Where instructions directly create social value, we would capture procurement, construction, regeneration or community outcomes linked to the legal delivery. MyTime gives colleagues flexibility to volunteer, support local causes or take on community roles such as school governor or charity trustee. PeopleAccess records volunteering and related activity, helping us report hours contributed, activity type and evidence of delivery.

How buyers can use our support

We would help framework buyers turn social value aims into procurement, contract and delivery requirements, including output measures, review points, evidence logs, management information and net zero obligations. For Welsh public bodies, we would also link requirements to the Well-being of Future Generations (Wales) Act.

- agree a call-off social value plan with named Blake Morgan leads, target outputs, reporting dates and evidence requirements;
- identify suitable activity such as Growing Ambitions placements, apprenticeship engagement, mentoring, employability sessions, office charity partnerships, volunteering or community roles;
- record delivery through MyTime, PeopleAccess, BM Connect updates, participation figures, hours, funds raised, organisations supported, feedback and impact evidence;
- build social value, net zero, management information and review obligations into procurement documents or contracts where appropriate; and
- review progress at contract meetings and agree next steps where activity needs to be adjusted, evidenced or repeated.

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This approach turns broad commitments into proportionate activity, measurable outputs and agreed evidence at call-off stage.

Carbon Reduction Plan

For environmental reporting, framework buyers would use our Carbon Reduction Plan, 14001 Environmental Standard Certification and net zero target as evidence of our environmental management approach.

<https://www.blakemorgan.co.uk/wp-content/uploads/Downloads/Blake-Morgan-LLP-Carbon-Reduction-Report-2024-2025.pdf>

At call-off stage, we would confirm the environmental commitments, measures, reporting needs and evidence required so framework buyers can track delivery from the start.

Lot 1a experience profile

Outcomes across connected public-sector issues

Buyers use Lot 1a when an instruction needs more than a single legal lens. An instruction may involve service continuity, procurement risk, governance, technology, property, regulation, workforce issues, scrutiny or dispute exposure at the same time. Our experience covers central and national bodies, local authorities, regulators, NHS organisations, education bodies, registered providers and community-facing organisations across England and Wales. In each case, the focus is on turning legal analysis into a usable decision, implementation route or evidence record.

Keeping national services and programmes deliverable

For NHS England, our work on antimicrobial resistance procurement, branded medicines pricing, health technology, weight management medicines and clinical research collaboration has supported national choices on medicines access and healthcare delivery. These matters combined policy, affordability, procurement, supplier management, implementation and patient access considerations. In Wales, our advice to Digital Health and Care Wales addressed supplier performance, exit options, patient data, procurement constraints and board assurance so that NHS Wales technology continuity could be protected.

Protecting local services and place-based delivery

Our local-government work takes the same practical approach. For Wokingham Borough Council, advice on waste collection, street cleansing and recycling helped safeguard a daily resident-facing service and strengthen the procurement record. For Cardiff Council, Welsh Government and Bridgend County Borough Council, our support has helped progress transport, building safety, highways, regeneration and specialist education projects by clarifying controls around funding, procurement, land, construction, safety and long-term operation.

Supporting decisions that withstand scrutiny

A further part of the Lot 1a profile is work where decisions must stand up to scrutiny. We have supported the Teaching Regulation Agency, Health and Care Professions Council and General Optical Council on professional standards, evidence, governance, regulatory process and challenge risk. In Wales, we have advised the Education Workforce Council and Social Care Wales, as well as registered social landlords and affordable housing providers on planning, section 106, building safety, resident decant, urgent access works, housing management and safeguarding-linked regulatory issues.

For RM6374 buyers, the value is coordinated advice across services, assets, regulation, projects and disputes. It may mean keeping a medicine-access programme implementable, maintaining a digital health system, avoiding disruption to a local service, moving a project towards delivery, or giving a regulator, education body or housing provider the evidence needed for scrutiny by boards, panels, members, regulators or the court.

Lot 1b experience profile

Delivering advice and public service continuity

Lot 1b supports local-government and community-facing buyers where legal advice needs to be tied closely to place, residents and local assets. Instructions may begin as procurement, construction, property, planning, employment, public law or funding questions, but the objective is usually broader: keeping services operating, enabling delivery and protecting public value.

Connecting legal issues around local outcomes

Our work under this lot brings separate legal issues into a single delivery picture. Waste, leisure, school, regeneration, housing and building safety projects can involve procurement records, standards of service, land, planning, grant funding, construction, resident protection, governance and future operation. We help buyers identify those links early so the advice supports implementation.

Protecting resident-facing services in England

In England, Wokingham Borough Council used our support on a major waste collection, street cleansing and recycling procurement, improving the contractual structure for services residents depend on daily. Basingstoke and Deane Borough Council also drew on our advice for a 20-year leisure Design-Build-Operate-Maintain procurement, helping move an energy-efficient leisure facility forward with clearer affordability, operating and continuity controls.

Moving local projects and national priorities forward in Wales

In Wales, our experience includes both local-authority delivery and national-body projects with direct local impact. Cardiff Council received support on Cardiff Crossrail and tower re-cladding, where funding, procurement, contractor responsibility, public assets and resident safety all needed to be managed together. For Welsh Government, advice on the A4810 Steelworks Access Road and Llanwern regeneration area helped resolve title, highway, legacy contract and close-out issues so strategic land and infrastructure matters could move forward.

Supporting education, housing and community assets

Local outcomes also depend on usable education, housing and community assets. For Bridgend County Borough Council, advice on the Heronsbridge Additional Learning Needs School helped progress a low-carbon specialist school supporting additional capacity for pupils with specialist needs. For Camden Council, advice on the Regis Road Growth Area helped align planning, public land, council facilities, housing, education space and long-term placemaking objectives. We have also advised registered social landlords and affordable housing providers in Wales on building safety, resident decant, urgent access works and housing management, helping protect residents while housing and remediation work progresses.

Practical outcomes for RM6374 buyers

The practical value for RM6374 buyers is advice that stays anchored in the local outcome. It may help protect a neighbourhood service, keep a leisure project affordable, unlock regeneration land, increase specialist school capacity, support safer homes, strengthen a procurement record or give officers and members a clearer basis for decision-making. The aim is a route that can be implemented, evidenced and defended.

Lot 1c experience profile

Protecting access, care and continuity

Lot 1c is relevant where health and social care buyers need advice that recognises clinical, operational, safeguarding and public-accountability pressures. Matters may concern medicines access, digital health, urgent mental health advice, service change, regulation, disputes, inquests or sensitive review work. The priority is to connect legal duties with patient access, commissioner requirements, workforce realities and continuity of care.

Making national health programmes implementable

Our NHS England work has covered antimicrobial resistance procurement, branded medicines pricing, weight management medicines and health technology, helping translate national policy and affordability issues into workable legal routes for medicines access and healthcare delivery. For Digital Health and Care Wales, our advice on national technology contracts helped address supplier performance, exit options, patient records and board assurance so that critical NHS Wales systems could continue operating.

Supporting urgent frontline and local care decisions

We also support urgent frontline decision-making. Through the Mental Health and Mental Capacity Telephone Advice Consortium, Welsh health, social care and policing bodies receive 24/7 advice on detention, leave, aftercare, cross-border transfer, deprivation of liberty, capacity, best interests and safeguarding. This gives professionals faster escalation, more consistent decision-making and clearer records. We have also advised Welsh health bodies in judicial review proceedings concerning emergency medical services reorganisation, helping protect a service-change decision with a defensible record.

Handling scrutiny, regulation and sensitive service change

Health and social care work often needs advice that can withstand scrutiny from patients, families, regulators, commissioners, boards and the court. We supported Swansea Bay University Health Board on a maternity and neonatal services review, helping structure governance, stakeholder engagement and sensitive evidence handling. We supported Social Care Wales on fitness to practise, registration appeals, tribunal work and sensitive data issues, helping the regulator progress safeguarding-focused casework consistently. We also advise providers on NHS-facing service models, patient choice and waiting-list support where the aim is to reduce pressure on NHS pathways without losing sight of contracting, access and public-law risk.

Our contentious and contract experience adds further practical value. We have advised on NHS contractual disputes, pharmacy-sector implementation issues, emergency procurement disputes, inquests and inquiry-related work where public funds, supplier performance, health data, service users and accountability are central. The outcome is advice that protects the organisation's legal and financial position while keeping patient access, service continuity and learning in view.

Outcomes for health and social care buyers

For RM6374 buyers, the benefit is health and social care advice that converts complexity into operational choices. It may support medicines access, preserve a digital health system, enable urgent frontline decisions, structure a sensitive review, progress safeguarding casework, defend service change or manage supplier risk before patients or service users are affected. The output is a clearer view of the legal route, clinical implications, operational consequences and evidence needed for the next step.

Lot 2 experience profile

Turning specialist issues into usable decisions

Lot 2 is designed for technical issues, emerging legal risks and specialist projects where buyers need a clear answer rather than broad full-service support. The subject matter may include artificial intelligence, data, technology, subsidy control, competition, grants, life sciences, financial services regulation, restructuring, insolvency, inquiries, public law, tax or public-backed investment. Our role is to turn specialist complexity into a decision route, contract position, governance record or implementation step.

Reducing uncertainty in technology, data and specialist markets

Technology and data instructions show how focused advice can reduce uncertainty before it affects delivery. We advised an artificial intelligence platform developer on software-as-a-service terms, provider flow-down obligations, acceptable-use controls, artificial intelligence outputs and intellectual property, helping create clearer platform and customer restrictions. For Digital Health and Care Wales, we advised on national technology contracts where continuity, supplier performance, exit options and patient records were central. For Welsh local authorities, competition and procurement advice in the schools information management system market helped manage supplier dependency and operational resilience.

Protecting public value in funding and specialist assets

Public-backed finance and investment work provides another strand of Lot 2 experience. For NHS England, advice on weight management medicines and branded medicines pricing helped balance policy, affordability, procurement, implementation and patient access. For Welsh Government entities, subsidy control advice helped test compatibility, proportionality, value for money and decision records before transactions proceeded. We have also advised Development Bank of Wales on investment and exit work, supporting public-backed value, governance approvals and clear audit trails.

Focused advice is also valuable where specialist assets or urgent risk need to be controlled. We advised on Welsh Government FibreSpeed broadband network intellectual property rights, helping manage rights, transfer and continuity controls for a strategic digital infrastructure asset. We advised the Metropolitan Police and Mayor's Office for Policing and Crime on intellectual property templates, guidance and training, creating a clearer approach to ownership, licensing, confidentiality and commercial governance. Our restructuring and insolvency work has supported creditor recovery, distressed asset sales, secured-lender enforcement and supplier distress, helping preserve value before disruption affects services or counterparties.

Outcomes for focused legal support buyers

Lot 2 gives RM6374 buyers targeted support where a discrete legal issue needs to be made usable quickly. The outcome may be stronger safeguards for artificial intelligence, continuity planning for a digital health system, documented subsidy control reasoning, protected public-backed investment, aligned grant funding, clearer intellectual property controls or a faster response to supplier distress. We help buyers isolate the specialist issue, understand its operational effect and record proportionate next steps.

Lot 2 - Descriptive Tagline

Practical legal support for public bodies across health, social care, local government, education, housing, infrastructure and charities.

Lot 3 experience profile

Protecting decisions when disputes affect services

Lot 3 applies where litigation, challenge or dispute risk could affect services, statutory functions, assets, funding or decision records. Issues may include procurement challenges, judicial review, inquests, arbitration, property disputes, housing enforcement, regulatory litigation, employment claims or debt recovery. Buyers need a strategy that protects the legal position while recognising evidence, reputation, continuity and operational impact.

Defending procurement and public-service outcomes

Our procurement litigation work links dispute strategy to the service or decision under pressure. For NHS England, we acted in the Braceurself procurement challenge through High Court proceedings, appeal work, costs and enforcement advice, with the Court of Appeal upholding NHS England's position and bringing the proceedings to an end. We also advised Transport for Wales on a threatened Procurement Act 2023 challenge, assessing bidder issues, litigation risk, award timetable and continuity of transport delivery.

Managing scrutiny after service change or incident

Disputes in public services often sit alongside political, regulatory or public scrutiny. We advised Welsh health bodies in judicial review proceedings concerning emergency medical services reorganisation, helping protect an NHS service-change decision with a defensible record. Natural Resources Wales has used our support on Waterfall Country inquests and regulatory investigations, where fatal incident scrutiny, public access, environmental management and statutory decision-making needed to be handled together. We also advised NHS Wales Shared Services Partnership on a high-value PPE contractual dispute and arbitration after emergency pandemic procurement.

Protecting public assets and operational sites

Property, housing and regulatory disputes add further practical outcomes. We advised Welsh Government on compensation, nuisance and judicial review risks arising from major road improvement works, keeping the land dispute aligned with the infrastructure timetable. We advised Gwynedd County Council on possession proceedings concerning an active primary school site, helping protect education operations and manage title and statutory reverter risk. We also support housing providers on injunctions, possession, building safety, disrepair and urgent access matters, helping protect residents and operational housing assets.

Employment, regulatory and commercial disputes broaden the Lot 3 profile. We have advised public and regulated bodies on discrimination, whistleblowing, equal pay, protected disclosure, professional discipline, anti-money laundering regulatory proceedings and defended debt recovery. These matters require clear evidence analysis and outcome-focused strategy, whether the aim is to defend a decision, resolve exposure, protect a public function or recover value.

Outcomes when disputes affect services

When a dispute threatens a decision, service or asset, RM6374 buyers need more than a litigation view. This experience supports procurement defence, transport or health continuity, inquest response, high-value contract disputes, school-site protection, housing enforcement and recovery of public value. We help buyers assess risk early, build the evidence record and choose a strategy that can be explained to boards, members, regulators, courts and service users.

Lot 4 experience profile

Making complex projects deliverable

Lot 4 is for complex projects, infrastructure, Public-Private Partnerships, Private Finance Initiative arrangements, long-term service contracts, regeneration and high-value procurements where legal structure and delivery have to move together. Although the first question may be procurement, construction or asset management, success usually depends on funding, land, asset condition, service continuity, estate objectives, decarbonisation, handback and long-term operating obligations being aligned from the outset.

Moving long-term public assets through change

Our project experience shows how legal advice can keep long-term public assets moving. Basingstoke and Deane Borough Council appointed us on a 20-year Design-Build-Operate-Maintain procurement with capital expenditure of around £60m. We advised on procurement documents, contract structure, evaluation, bidder clarifications, Value Added Tax, agency model and works and services provisions, helping progress a new energy-efficient leisure facility with clearer affordability, operating and continuity controls. For Welsh Government, our advice on the Bute Avenue Private Finance Initiative handback helped identify expiry and asset-condition risks, evidence condition and coordinate contractual close-out for Wales's first Private Finance Initiative project.

Aligning funding, infrastructure and continuity

Infrastructure and public estate matters add further depth. We advised Welsh Government on the A494 River Dee Bridge renewal, addressing value for money, programme risk, contractor engagement, Procurement Act strategy, asset protection and long-term resilience before the main delivery phase. Cardiff Council used our support on Cardiff Crossrail to connect Welsh Government and Levelling Up funding with a deliverable NEC4 contract structure, including notice-to-proceed, liability, delay, warranties and project bank account controls. We also advised Lewisham and Greenwich NHS Trust on Private Finance Initiative variations for decarbonisation works at a live hospital site, aligning grant conditions, contract change, works delivery and service continuity.

Delivering public estate and regeneration outcomes

Further project examples cover education, building safety, highways and regeneration. For Bridgend County Borough Council, advice on the Heronsbridge Additional Learning Needs School helped progress a low-carbon specialist school through framework call-off and NEC4 documentation, with controls for two-stage procurement, price inflation and delivery risk. For Cardiff Council, tower re-cladding advice supported building safety remediation with clearer procurement and contractor controls. For Welsh Government, land and highways advice at Llanwern helped align strategic land, highway interfaces and regeneration objectives so project issues could move forward rather than remain blockers.

Outcomes for project and partnership buyers

For project and partnership buyers, the value is legal advice that makes complex delivery more manageable. This may mean keeping a long-term leisure project affordable, planning Private Finance Initiative expiry, aligning grant funding with construction obligations, protecting hospital services during decarbonisation works, increasing specialist school capacity, managing building safety remediation or resolving land and highways constraints. We help buyers define the delivery route, understand linked commercial and operational risks, and record next steps that can be implemented, evidenced and defended.

Specialisms

Artificial Intelligence and Machine Learning Law

Lot 2

Capability: Artificial intelligence and machine learning law matters where public bodies and delivery partners use automated tools, software-as-a-service products or data-driven platforms in a controlled way. We advise on artificial intelligence, machine learning, automation, data use, intellectual property, supplier terms, acceptable use, transparency, governance controls, continuity and compliance. Our role is to help buyers assess product risk, document restrictions and put practical safeguards around new digital tools.

AI platform developer - artificial intelligence-enabled ethical influencing platform

The instruction concerned an artificial intelligence platform using large language model functionality through a third-party data connection. We reviewed software-as-a-service terms, provider flow-down obligations, artificial intelligence-generated outputs, acceptable-use controls and European Union Artificial Intelligence Act positioning. The main legal issues were misuse, manipulation, political persuasion, vulnerable-user exposure and intellectual property ownership. Our work produced practical customer and platform restrictions to reduce compliance and supplier risk.

Assimilated Law

Lot 2

Capability: Assimilated law and subsidy control advice is important where public funding, contractual terms or statutory powers may be open to challenge. We advise on assimilated law, subsidy control, public funding, compatibility analysis, value for money, proportionality, decision records and challenge risk. The result is a clearer basis for evidencing reasoning, testing proportionality and proceeding with a defensible audit trail.

Welsh Government entities - public-sector subsidy control compliance advice

Blake Morgan advised Welsh Government entities on subsidy control issues arising from proposed transactions. We assessed whether contractual terms involved a subsidy and, if so, whether they were compatible with the Subsidy Control Act 2022. The instruction drew in assimilated law, public funding, value-for-money considerations and challenge risk. We also helped frame the analysis so the public bodies could evidence the decision route and test proportionality before proceeding. This gave the public bodies a clearer basis for documenting their reasoning and proceeding with a defensible decision trail.

Aviation and Airports

Lot 2

Capability: *Aviation and airport-facing work can be relevant where transport connectivity, airport interfaces, rescue planning, distressed operators or regulated assets affect communities and public services. We advise on aviation services, airport-facing contracts, supplier distress, asset sales, regulated stakeholder issues, restructuring, diligence and continuity planning. That gives buyers and public-service stakeholders a clearer view of value, operational risk and continuity options when transport or aviation assets are under pressure.*

International airline group - passenger services from airports across the United Kingdom and Europe

We supported aviation-sector restructuring and continuity planning for an international airline group operating passenger services across the United Kingdom and Europe. The instruction involved airport-facing services, distressed asset sales, regulatory considerations and cross-border buyer diligence. The public-sector relevance lies in protecting transport connectivity, understanding continuity options and managing airport-facing operational risk where an operator or aviation asset is under pressure. Our advice helped preserve value and manage continuity risk in a fast-moving transport context.

Charities

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Charity law advice matters where trustees need to balance governance duties, beneficiary interests, regulator expectations and continuity of services. We advise charities and third-sector bodies on governance, constitutions, trustee duties, serious incident reporting, Charity Commission engagement, safeguarding, contracts, employment, property and funding. Our support helps organisations make accountable decisions and protect the services their beneficiaries rely on.*

Royal Naval Benevolent Trust - charity supporting serving and former naval personnel and their dependants

We supported the Royal Naval Benevolent Trust on employment and contractual issues affecting its armed-forces welfare work. The instruction involved governance-sensitive workforce decisions, service continuity, contract terms and employment risk. Our advice helped the trustees take proportionate decisions, document the governance route, manage implementation and maintain support for serving and former naval personnel and their dependants.

The Gallery Trust - charitable academy trust, special schools and education estate support

The Gallery Trust received Blake Morgan support on education estate and charity governance issues, including a proposed free school, academy site expansion, property restructuring, Department for Education consent and funding arrangements. Our advice helped align trustee approvals, local authority and Department for Education interfaces, property documentation and safeguarding-aware estate planning so the Trust could protect continuity and expand specialist provision.

Children and Vulnerable Adults

Lot 2

Capability: We advise on safeguarding, adult care, children's services, mental capacity, deprivation of liberty, education, inquiry response and statutory decision-making. Our work supports urgent advice, Court of Protection input, evidence review, best-interests analysis, staff guidance and challenge-ready records. The purpose is lawful, welfare-focused decision-making where individual rights, service pressures and safeguarding risk need to be balanced.

Welsh and English local authorities and health boards - complex adult care, mental capacity and deprivation of liberty matters

The team advised Welsh and English local authorities and health boards on urgent care, mental capacity and deprivation of liberty matters, including young adults transitioning from children's services into adult care. The instruction brought together looked-after children history, secure children's home placements, specialist assessments, intensive support packages, safeguarding risk, ordinary residence and funding issues. The advice gave public bodies a lawful, evidence-based route through statutory duties, family involvement, cross-border placements, Court of Protection risk and public law challenge exposure.

Competition Law

Lot 2

Capability: We advise on competition law and market regulation, including supplier dependency, dominance risk, merger control, pricing, patient choice and market scrutiny. We help buyers assess procurement options, commissioner correspondence and decision records where market conditions affect service continuity or value for money. The aim is to preserve competition, manage incumbent risk and support decisions that can withstand regulatory or legal scrutiny.

Welsh local authorities - schools information management system market

Welsh local authorities asked Blake Morgan to advise on competition and procurement issues linked to the schools information management system market. The legal risk sat in market concentration, supplier dependency, system continuity for schools, procurement options and regulatory scrutiny. We assessed how procurement choices could preserve competition while protecting operational resilience for schools and local authorities. Our advice gave the clients a clearer record for managing dependency, testing options and reducing challenge risk in a market with potential dominance concerns.

Construction Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Our construction law team advises on NEC and Joint Contracts Tribunal contracts, frameworks, infrastructure, education estate, building safety, cladding remediation, decarbonisation works, defects, delay and procurement interfaces. We support buyers with tender documents, amendments, bidder guidance, risk allocation, adjudication strategy and Technology and Construction Court support. This gives public bodies clearer responsibilities, stronger evidence and better control of cost, programme and safety risk.*

Bridgend County Borough Council - additional learning needs school project

Bridgend County Borough Council instructed Blake Morgan on the Heronsbridge Additional Learning Needs School project, a low-carbon school for around 300 pupils with additional learning needs. We advised on procurement route, SEWSCAP framework call-off and NEC4 documentation, focusing on two-stage procurement, price inflation, framework compliance, specialist education needs and climate commitments. Bespoke NEC4 structures helped the Council manage cost uplift and delivery risk with clearer procurement evidence.

City and County of Cardiff Council - tower re-cladding and building safety remediation

Cardiff Council instructed Blake Morgan on the Loudon and Nelson Tower re-cladding project. We advised on NEC4 professional services and works contracts, procurement and building safety requirements for higher-risk residential buildings, including technical adviser appointment. The work helped the Council progress cladding remediation with clearer controls for contractor responsibility, procurement risk and resident safety.

Contracts

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Contract advice is central where public bodies need services, technology, medicines or delivery arrangements to work after award. We advise on commercial contracts, service agreements, outsourcing, health and social care models, technology agreements, extensions, variations, termination, warranties, indemnities, change control and risk allocation. The practical result is a workable contract position, clearer supplier accountability and stronger continuity protection for public-facing services.*

Wokingham Borough Council - major waste collection, street cleansing and recycling contract

The team supported Wokingham Borough Council on a competitive dialogue procurement for waste collection, street cleansing and recycling. We redrafted the contract, reviewed procurement documents, supported bidder clarifications, advised during dialogue and assisted with evaluation. The work put previously outsourced services into a clearer contractual structure, with consistent risk allocation, a defensible procurement record and continuity of essential resident-facing services.

NHS England - antimicrobial resistance procurement

Blake Morgan advised NHS England on commercial and procurement arrangements for a subscription-based model for antimicrobial products across UK health services. The advice helped create a workable route for essential medicines access while incentivising antimicrobial development without linking payment solely to usage volume.

Corporate Finance

Lot 2

Capability: *Corporate finance support is useful where public-backed investment, growth funding or shareholder approvals need a clear transaction route. We advise on investment documents, investor protections, public-backed funding, governance approvals, tax and banking input, disclosure coordination, negotiation and completion mechanics. This gives funders and organisations a controlled process for preserving value, evidencing governance and supporting growth or public-purpose investment.*

Development Bank of Wales - public-backed investment into an artificial intelligence growth business

Development Bank of Wales instructed Blake Morgan on an investment into an artificial intelligence growth business. The funder was a public-backed investor and the transaction required corporate, finance, tax and banking input to be aligned with public investment governance. We advised on investment documentation, investor protections, disclosure, tax issues, negotiation and completion support, helping the funder evidence its audit trail and regional economic development purpose while supporting growth in a technology business.

Corporate Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Corporate law issues often arise where ownership, governance or operating structures affect value and continuity. We advise on company structures, governance, business and asset sales, share acquisitions, group reorganisations, joint ventures, shareholder arrangements, regulated sectors, exits and implementation planning. Our work helps public-backed investors, delivery partners and regulated organisations manage change while protecting value and keeping services or trading activity stable.*

Development Bank of Wales - strategic exit and reinvestment transaction

Blake Morgan advised Development Bank of Wales on its strategic exit from a portfolio company as part of a wider new investment transaction. This demonstrates public-backed investment value being protected through transaction documentation, negotiation, governance approvals, completion mechanics and legal risk management. The instruction helped the funder manage exit strategy and reinvestment into a growth business while maintaining a clear audit trail and protecting public investment value.

Criminal Law

Lot 2

Capability: We advise on criminal-adjacent enforcement, health and safety, fire safety, anti-social behaviour, injunctions, powers of arrest, committal, regulatory investigations, prosecutions and possession strategy. Our role is to help clients review evidence, assess proportionality, prepare for court and coordinate advocacy where public safety and individual rights both matter. This supports lawful, proportionate enforcement and clearer records for sensitive community-facing action.

Social housing provider - anti-social behaviour injunction and committal proceedings

Blake Morgan advised a social housing provider on proceedings involving serious anti-social behaviour affecting residents and the wider community. Our role covered an injunction with a power of arrest, breach enforcement, committal proceedings and related possession strategy. The legal risk sat in evidence, proportionality, use of court powers, tenant rights and public safety. We helped the provider align enforcement steps with the seriousness of the behaviour, the rights of affected residents and the evidence needed for court. The advice helped protect residents, manage community impact and pursue enforcement action lawfully and proportionately.

Debt Capital Markets

Lot 2

Capability: Debt capital markets work can assist public-sector buyers and public-backed bodies where listed debt, loan notes or bridge facilities support infrastructure, regeneration, energy transition or strategic assets. We advise on listed debt, loan notes, noteholder approvals, investor communications, amendments to terms, instrument drafting, consent mechanics, announcement review and adviser coordination. This helps organisations secure or amend funding while keeping approvals, disclosure and delivery milestones aligned.

Anonymised listed strategic minerals company - convertible loan note and bridge facility updates

Blake Morgan advised a listed strategic minerals company on amendments to convertible loan notes, a further tranche for existing noteholders and a bridge facility linked to a wider funding package. The work required clear documentation, investor consent mechanics, public market disclosure and alignment with the client's construction funding timetable. The public-sector relevance is the connection between project finance, domestic resource resilience and strategic industrial infrastructure. The advice supported continued funding for a United Kingdom strategic minerals project and demonstrates debt-focused support where funding certainty affects delivery of nationally significant assets.

Debt Recovery

Lot 2

Capability: We advise on debt recovery and contractual claims, including public funds, defended debt books, arbitration, settlement, enforcement strategy, evidence, recoveries and reputationally sensitive disputes. We help clients assess merits early, prepare pleadings, plan disclosure, negotiate settlements and choose proportionate enforcement routes. This supports better recovery prospects while keeping cost, sensitivity and public accountability in view.

NHS Wales Shared Services Partnership - high-value Personal Protective Equipment dispute

NHS Wales Shared Services Partnership instructed Blake Morgan on a high-value Personal Protective Equipment (PPE) contractual dispute and arbitration arising from emergency pandemic procurement. We supported merits review, recovery strategy, evidence analysis, pleadings, disclosure planning and resolution of procurement and contractual issues. Particular care was needed around contractual performance, public funds, arbitration, evidential complexity and reputational sensitivity. We helped frame recovery options against the practical realities of emergency supply arrangements and public accountability, supporting NHS Wales in protecting its legal and financial position in a sensitive supply dispute.

Education Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: Education law advice supports decisions where learner welfare, professional regulation, estate delivery and institutional governance meet. We advise on Welsh and English regulation, exclusions, additional learning needs, safeguarding, registration, fitness to practise, equality duties, information governance, health and safety, education estate projects and tribunal risk. This helps schools, colleges, universities, trusts and regulators take fair, consistent and legally robust decisions while protecting learners, staff and service continuity.

Teaching Regulation Agency - teacher misconduct and professional conduct casework

The Teaching Regulation Agency instructed Blake Morgan on professional conduct and regulatory casework involving teacher misconduct. The team prepared and presented cases, advised on procedure and supported fair panel decision-making. The work involved safeguarding, professional discipline, evidence handling, statutory powers and public protection, helping the regulator progress misconduct matters consistently and lawfully.

Education Workforce Council - Welsh education workforce regulation and data governance

The Education Workforce Council receives ongoing Blake Morgan support across its Welsh regulatory functions, including registration, investigations, fitness to practise hearings, panel training, procedure, information requests and personal data disclosure. The work helps the Council maintain a national register and document fair, consistent and challenge-ready decisions.

Emerging Policy and Legal Risk Advisory

Lot 2

Capability: We advise on emerging policy and legal risk, including statutory change, new delivery models, governance, consultation, equality, legal risk analysis and implementation. Our support includes options papers, decision records, stakeholder-aware advice and challenge-ready implementation planning. This helps buyers move from policy intention to lawful delivery where the legal position, operational pressures and public expectations are developing at the same time.

NHS England - weight management drugs rollout

NHS England required legal and policy support on the rollout of weight management medicines in a developing national policy area. Our work covered the statutory framework, National Institute for Health and Care Excellence (NICE) implementation, prioritisation, equalities, subsidy control, commissioning and patient access. The input helped NHS England balance public law risk, resource allocation, stakeholder scrutiny and implementation across the NHS.

Employment Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: Employment law support is needed where workforce decisions affect fairness, continuity, employee relations and reputation. We advise on workforce change, staff transfers under the Transfer of Undertakings (Protection of Employment) Regulations, consultation, equality, grievances, disciplinaries, whistleblowing, senior exits, due diligence, pensions interfaces, business immigration and tribunal risk. Our advice helps organisations make consistent, defensible workforce decisions while managing service continuity and people risk.

Senedd Commission - strategic and day-to-day public-sector employment advice

The Senedd Commission instructed Blake Morgan on sensitive employment matters in a constitutional public-sector environment. Our role covered pay and grading, support staff contracts, consultation, redundancy costs, pay protection, policy review, grievances, disciplinaries and whistleblowing. The key legal risk was ensuring fair, consistent and defensible workforce decisions while balancing employee relations, equality, duty of care, reputational sensitivity and continuity of parliamentary support services. Our advice helped the Commission document its decision-making, manage implementation and reduce challenge risk in a high-accountability setting.

Audit Wales - workforce change and tribunal support

Audit Wales uses Blake Morgan for workforce change, contracts, secondments, discrimination, equal pay, pensions, grievances, dismissals and settlement agreements. Our support helps Audit Wales handle sensitive employee relations consistently while maintaining confidence in its public scrutiny role.

Additional experience

We also support NHS bodies, education organisations, housing providers and charities on disciplinaries, grievances, restructuring, safeguarding-linked employment issues, whistleblowing and tribunal risk. This gives buyers access to employment advice that supports workforce fairness, regulated-service continuity and defensible decision-making.

Energy and Natural Resources

Lot 2

Capability: *Energy and natural resources work is relevant to public-sector buyers where funding, regulation, land, disclosure and delivery risk affect energy transition, resilience or critical resources. We advise on strategic minerals, renewable and low-carbon assets, market disclosure, regulatory context, project delivery, stakeholder coordination and dispute-aware project advice. This helps buyers and delivery partners connect funding, lawful process and operational risk on projects linked to decarbonisation, resource security or infrastructure resilience.*

Listed energy company - fundraising for international and United Kingdom energy assets

A listed energy company instructed Blake Morgan on a fundraising to support energy assets across international and United Kingdom markets. We prepared public market documentation, coordinated with the broker and supported the shareholder process. This instruction highlights interaction between energy investment, disclosure, delivery risk and the wider transition to resilient energy infrastructure. The transaction enabled the client to progress its portfolio and provides experience that can be applied where public bodies or public-backed entities need energy-sector projects to remain fundable and deliverable.

Environmental Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Environmental law advice is important where site constraints, regulatory duties and delivery objectives need to be managed together. We advise on permitting, contaminated land, waste, ecological constraints, nuisance, drainage, decarbonisation, environmental impact, mitigation, enforcement and project delivery risk. Our support helps buyers and delivery partners progress projects while keeping environmental duties, evidence and challenge risk under control.*

Low-carbon industrial developer - proposed steel pellet plant in Wales

A low-carbon industrial developer needed legal support for a proposed steel pellet plant in Wales forming part of a clean-hydrogen steel value chain. The work covered land acquisition, planning and environmental due diligence, environmental permitting strategy and contaminated land review. The central challenge was to support sustainable industrial delivery while managing regulatory approvals, site constraints and environmental risk. Our input gave the client clearer controls for delivery, permitting and land risk.

Equity Capital Markets

Lot 2

Capability: *Equity capital markets advice supports organisations that need to raise capital, manage public-market approvals or communicate clearly with investors. We advise on Alternative Investment Market (AIM) admissions, IPOs, placings, subscriptions, accelerated bookbuilds, retail offers, reverse takeovers, disclosure, shareholder approvals and market timetable management. This helps listed and growth-stage organisations keep capital raising, governance and market-facing execution on track.*

Anonymised listed strategic minerals company - fundraising for United Kingdom mine restart project

Blake Morgan advised an anonymised listed strategic minerals company on a placing, subscription and retail offer supporting the restart of a United Kingdom critical minerals project. This is a strong equity capital markets example because it combines public market execution, industrial resilience and investor timetable pressure. Our role covered market documentation, verification, investor process, broker coordination, shareholder communications and completion timetable, helping the company align disclosure, funding milestones and adviser input under tight timing pressure.

Finance and Investment

Lot 2

Capability: *Finance and investment advice matters where funding terms, governance approvals and public-value objectives have to align from the start. We advise on public-backed funding, institutional investment, funding conditions, investor protections, affordability, governance approvals, delivery requirements and funder reporting. This gives buyers, funders and delivery bodies a clearer structure for investment where commercial terms, governance and public-purpose outcomes must be evidenced together.*

NHS England - branded medicines pricing, access and growth framework

The Voluntary Scheme for Branded Medicines Pricing, Access and Growth required policy-led national arrangements to be translated into workable legal obligations. Blake Morgan supported NHS England on market access, scheme mechanics, government and industry negotiations, pharmacy-sector implementation and contract management. The work gave NHS England a practical legal framework for affordability, continuity and implementation certainty across a national medicines scheme.

Financial Institutions Rescue, Restructuring and Insolvency

Lot 2

Capability: *Our restructuring team supports lenders, administrators, receivers and distressed counterparties where secured-creditor enforcement, insolvency strategy and value preservation need to move quickly. The work can cover security review, appointment planning, distressed asset sales, court applications, settlement options, lender reporting and urgent recovery advice. The focus is on giving clients a clear route through urgent insolvency issues while protecting recoveries, service continuity and stakeholder confidence.*

Administrators of a real estate development company - secured lender priority dispute

The administrators of a real estate development company required urgent support on a secured lender priority dispute involving mortgage enforcement over leasehold property. We reviewed the security position, responded to enforcement action, managed competing court applications and supported settlement terms enabling receivers to be appointed. The matter combined secured-creditor enforcement, property-backed insolvency, competing stakeholder positions, court timetable pressure and value preservation. The outcome clarified the enforcement route, implemented a workable settlement and helped protect creditor value.

Financial Services, Market and Competition Regulation

Lot 2

Capability: *We help regulated organisations respond to financial services, market, competition and professional-regulatory scrutiny. Our work covers anti-money laundering, merger control, subsidy control, market conduct, investor protection, evidence handling, remediation and regulatory reporting. The aim is to help clients understand the risk, respond consistently and keep a clear record of how issues have been addressed.*

Regulated law firm - anti-money laundering regulatory proceedings

Blake Morgan supported a regulated law firm in professional regulatory proceedings concerning historic anti-money laundering systems and controls. The work covered evidence review, professional obligations, settlement positioning, remediation planning, public reporting and financial penalty exposure. We helped the client engage with the regulatory process, present mitigation and demonstrate steps taken to improve controls. This instruction highlights experience of financial crime compliance, professional-services regulation and market-facing accountability where a clear evidence record and proportionate response were essential.

Fintech and Crypto Assets

Lot 2

Capability: *Our fintech work sits where technology, financial services, data and recovery risk meet. We advise on wallets, custody models, digital asset recovery, platform risk, fraud response, contractual controls, insurance-backed risk and cross-border contracting. This gives clients practical ways to scale new services or respond to digital asset issues with clearer risk allocation and recovery routes.*

Specialist crypto security and digital asset recovery business - partner arrangements and service-line expansion

A specialist crypto security and digital asset recovery business asked Blake Morgan to support partner onboarding and contractual arrangements for new digital asset service lines. We renegotiated partner arrangements, re-profiled contractual risk and supported services involving wallets, custody providers, decentralised finance networks, digital asset security, recovery, anti-collusion insurance and specie cover. The advice helped the client manage risk and support commercial growth in a developing fintech and crypto market.

Food, Rural and Environmental Affairs

Lot 2

Capability: *We advise on food, rural and environmental affairs where land use, environmental duties and public-facing estate decisions overlap. The work includes rural land, agricultural holdings, landowner duties, public access, environmental nuisance, drainage, contaminated land and enforcement risk. We help clients assess evidence, agree remediation routes, manage settlement strategy and keep estate decisions grounded in defensible records.*

Public and third-sector landowners - environmental land management and nuisance risk

Blake Morgan has advised public and third-sector landowners on environmental and nuisance issues affecting operational, rural and community land. Matters have included invasive species, drainage infrastructure, land condition, development-related interference and neighbouring land claims. The work required assessment of statutory responsibilities, evidence, remediation options, injunction and damages risk, settlement strategy and public-facing estate management. The advice helped landowners manage environmental constraints while protecting service continuity, land value and defensible decision-making.

Franchise Law

Lot 2

Capability: *Franchise law issues can arise for public-sector buyers where branded operators, outsourced services, visitor assets, leisure facilities, hospitality or transport-linked services depend on operating permissions and continuity. We advise on franchise agreements, brand requirements, operator arrangements, public-facing contracted services, distressed sales and administration. Our role is to clarify consent requirements, allocate risk and keep brand-dependent operations deliverable through change or distress.*

Administrators of a franchised hotel business - brand arrangements and distressed sale

Blake Morgan advised administrators on a hotel business operated under a major international hotel brand. The work covered the effect of franchise arrangements on a proposed sale of the business, assets and property, including trading continuity, brand consent, buyer diligence, post-completion obligations and value preservation. A key outcome was in managing continuity and value where branded operators support public-facing assets, tourism, regeneration, leisure or contracted services. The advice helped the administrators manage franchisor requirements and sale risk while protecting the value attached to the hotel's trading name, operating model and brand relationship.

Grants

Lot 2

Capability: *We help buyers turn grant funding into deliverable contract and project obligations. Our advice covers grant conditions, public funds, reporting, clawback risk, value for money, procurement alignment and evidence requirements. This helps clients connect funding deadlines, legal documentation and delivery controls so projects can proceed with a clearer audit trail.*

City and County of Cardiff Council - Cardiff Crossrail funding and delivery structure

Cardiff Council used Blake Morgan for the contract structure supporting Cardiff Crossrail, a new tram route funded through Welsh Government and Levelling Up Funding. We prepared a bespoke two-stage NEC4 structure, built in a Notice to Proceed mechanism and worked with Transport for Wales to align the documents with rail and project requirements. The matter involved funding deadlines, value for money, procurement compliance, liability caps, delay, asset protection, warranties, bonds and project bank account arrangements. We helped link grant conditions and delivery obligations into the contract structure so funding, procurement and construction requirements were aligned.

Health, Healthcare and Social Care

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Our health, healthcare and social care work supports commissioners, regulators, providers and frontline public bodies on operational issues and policy-led change. We advise on commissioning, medicines access, patient choice, mental health, mental capacity, safeguarding, regulation, governance, complaints, inquests, health technology, NHS contracts and estate risk. The advice helps protect patient access, lawful decision-making and continuity of care.*

Mental Health and Mental Capacity Telephone Advice Consortium - 24/7 advice for Welsh public bodies

Through the Mental Health and Mental Capacity Telephone Advice Consortium, Blake Morgan provides 24/7 support to Welsh health, social care and policing bodies. The advice covers urgent decisions on detention, leave, aftercare, cross-border transfer, deprivation of liberty, capacity, best interests and safeguarding. The service gives frontline professionals rapid legal input, supports consistent decision-making and helps escalate governance issues before they become wider service risks.

Private ADHD services provider - NHS commissioning, patient choice and waiting list support

Blake Morgan advised a private provider of ADHD diagnostic and treatment services on NHS-facing service models designed to help reduce waiting lists. The work considered the NHS Standard Contract, patient choice duties, the Provider Selection Regime, commissioning structures and correspondence with NHS commissioners. The advice helped the provider present legally robust options while managing contracting, access, policy and public-law risk.

Housing Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *We support housing providers and public bodies on housing delivery, regulation and resident-facing risk. The work includes affordable housing, registered providers, Welsh housing regulation, building safety remediation, section 106 agreements, sustainable drainage, tenancy and housing management issues, disrepair, mergers, funding, security and compliance. This helps clients progress housing schemes, protect residents and manage planning, finance, remediation and governance risk together.*

Registered social landlords in Wales - affordable housing planning and delivery support

Registered social landlords and affordable housing providers in Wales rely on Blake Morgan for planning, section 106, sustainable drainage, construction-interface and planning-obligation advice on mixed-tenure residential developments. Recent work has involved housing management, disrepair claims, Renting Homes (Wales) Act issues, building safety remediation, resident decant, access for urgent works, expert evidence, recovery strategy and merger or governance support. The advice helps providers progress schemes, protect residents and manage planning, finance, compliance and remediation risks across Welsh affordable housing projects.

Information Law including Data Protection

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Information law advice is needed where openness, privacy, safeguarding and operational delivery meet. We advise on lawful basis, data sharing, sensitive health and care records, regulatory casework, Freedom of Information, subject access, platform access, digital product governance and disclosure risk. The focus is safe information use, consistent responses and regulator-ready records.*

Social Care Wales - regulatory casework and sensitive data handling

Social Care Wales, the public-sector regulator for the social care workforce in Wales, instructed Blake Morgan on fitness to practise investigations and hearings, registration appeals, tribunal work and updates to rules, guidance and procedure. The work raised sensitive data issues, including overseas qualification rules, Disclosure and Barring Service criminal convictions data and lawful-basis analysis. Our advice helped the regulator progress safeguarding-focused casework, manage challenges and apply data protection requirements consistently.

Professional standards body - member app, privacy documentation and technology risk

Blake Morgan advised a professional standards body on a member mobile application, including end-user licence terms and privacy documentation. The work addressed data protection, open-source software, third-party services and downstream compliance risk. The advice put proportionate information governance and technology controls around a new digital engagement channel.

Information Technology Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *We advise on technology contracts that support critical systems and public-service delivery. This includes software-as-a-service, licensing, hosting, support, application programming interfaces, data processing, open-source software, digital infrastructure, digital health contracts, health technology procurement, supplier performance, exit options and continuity planning. We help buyers translate technical and supplier risk into practical contract options, board-ready advice and implementation controls.*

Digital Health and Care Wales - national technology contracts and service continuity

Digital Health and Care Wales instructed Blake Morgan on national technology contracts covering contract extensions, supplier performance, renegotiation and exit options. The work involved technology supplier risk, service continuity, procurement interfaces, sensitive patient records, potential insolvency and board-level decision-making. We assessed available routes where re-procurement was constrained, prepared written advice for onward board use and followed up through discussions with the client team. The advice helped preserve NHS Wales service continuity while giving Digital Health and Care Wales a clearer record of legal, commercial and operational risk.

Insurance and Reinsurance

Lot 2

Capability: Insurance and reinsurance advice supports public bodies where insured losses, liability allocation, litigation funding, recovery or cross-border claims affect public assets, service users or budgets. We advise on warranties, indemnities, subrogated recovery, liability allocation, cross-border claims, coverage analysis and settlement strategy. This helps buyers understand exposure, recover value and manage claims proportionately where risk sits across insurers, suppliers and public-facing services.

Nicholls v Mapfre - Spanish penalty interest Court of Appeal

Blake Morgan acted in Nicholls v Mapfre, a Court of Appeal case on Spanish penalty interest in English proceedings and recovery by a subrogated insurer where Spanish law applied. The work involved conjoined appeals, conflict of laws, insurer recovery rights, interest exposure and cross-border personal injury litigation. The public-sector relevance is the approach to liability, recovery and cross-border claims where insured losses or third-party liability affect public budgets or operational defendants. The judgment helped clarify how foreign-law penalty interest should be approached in an English litigation context.

Intellectual Property Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: We help clients identify, protect and use intellectual property in contracts, technology projects, research collaborations and public-sector commercial arrangements. The work covers copyright, trade marks, brand protection, ownership, licensing, software rights, digital assets, templates, commercialisation and technology transfers. Our advice turns rights and permitted use into clear documents, reducing uncertainty around value, reuse and supplier dependency.

Welsh Government - FibreSpeed broadband network intellectual property rights

Welsh Government asked Blake Morgan to advise on intellectual property rights connected to the FibreSpeed high-speed broadband network across North Wales. Our work covered operating arrangements, project rights, ownership, contract restrictions and the legal position on a potential asset disposal. Key risks included transfer of public-sector technology assets, digital infrastructure continuity, supplier dependency and protection of public value. The advice helped Welsh Government manage a strategically important technology asset with clearer rights, transfer and continuity controls.

Metropolitan Police / Mayor's Office for Policing and Crime - intellectual property templates and commercial guidance

Blake Morgan advised the Metropolitan Police and Mayor's Office for Policing and Crime on intellectual property templates, internal guidance and training for public-sector commercial arrangements. The work addressed ownership, licensing, confidentiality and contract governance, creating a clearer approach to intellectual property rights and reducing duplication.

Investment and Commercial Banking

Lot 2

Capability: *Banking issues often need quick, practical advice where security, ranking, enforcement and borrower distress affect value. We advise on secured lending, mortgage priority, intercreditor issues, security review, enforcement options, transaction support and settlement strategy. The aim is to give funders and stakeholders a clear view of recovery routes, timetable risk and the steps needed to protect their position.*

Administrators of a construction supply business - secured creditor appointment and pre-pack sale

Administrators of a construction supply business instructed Blake Morgan on a secured creditor appointment and pre-pack sale within a compressed timetable. The work involved a Republic of Ireland parent company, Irish-law security, book debt sale and urgent review of the fixed-charge position. Coordinated insolvency, corporate, banking and finance input helped protect creditor value through a time-critical appointment and sale process.

Life Sciences

Lot 2

Capability: *Our life sciences work supports the move from research, clinical need and health technology into workable legal arrangements. We advise on clinical research, medicines access, innovative drug procurement, health data, genomic platforms, intellectual property, commercialisation and NHS deployment. We help structure collaboration terms, access agreements, pricing models and data-use provisions so innovation can be implemented safely and with clearer governance.*

NHS England - innovative medicines and health technology commercial arrangements

NHS England used Blake Morgan for contracts and commercial arrangements supporting innovative medicines, clinical research collaboration, access agreements and national health technology programmes. The work involved high-value commercial agreements, medicines access, affordability, National Institute for Health and Care Excellence (NICE) processes, market access, supplier negotiations and practical deployment of health technology. Our advice helped structure pricing and access routes for treatments including weight management, cancer, antimicrobial resistance and rare-disease therapies, supporting national patient access while managing affordability and governance risk.

Genomic sequencing platform - public health analysis tools and access terms

Blake Morgan advised a genomics platform provider on commercial agreements for access to sequencing databases and analysis tools supporting public health. The work covered data use, intellectual property ownership, research collaboration and platform terms, helping translate complex science into workable agreements while managing innovation, data and public-health delivery risk.

Maritime and Shipping

Lot 2

Capability: We advise on maritime, shipping and ferry-service issues where passenger transport, workforce decisions, contracts and service continuity intersect. Our support includes urgent risk assessment, contract advice, employment input, dispute management and continuity planning. This helps operators and public-service stakeholders manage operational risk where transport services need to remain safe, staffed and reliable.

Passenger ferry operator - workforce and contract support for public-facing ferry services

A passenger ferry operator asked Blake Morgan for employment and contractual support linked to public-facing transport operations. The matter brought together workforce risk, terms documentation, dispute management and reputational sensitivity in a continuity-critical service environment. We helped the operator assess the legal and operational impact of workforce decisions where staffing directly affected passenger service delivery. Our advice helped the operator manage employee relations and contractual risk while protecting passenger ferry services and day-to-day operational resilience.

Media Law

Lot 2

Capability: Media law support is relevant where public communications, campaign materials, online services, content rights, brand use or reputation risk need to be managed before a problem escalates. We advise on broadcasting, advertising, content clearance, defamation, brand protection, digital media rights, streaming infrastructure, trade marks and online platform terms. The work gives organisations stronger control over content, rights and public-facing communications.

High-end fashion retailer - global brand protection and media-facing brand rights

Blake Morgan advised a high-end fashion retailer on global brand protection for a media-facing consumer brand. The work included clearance searches, United Kingdom trade mark filings, Hong Kong filing strategy, watch services and potential opposition issues. For public-sector buyers, the transferable value is in protecting names, logos, campaigns, digital assets and public-facing brands before they are used across channels. Our advice gave the client a practical filing and monitoring route, reducing infringement risk and supporting further expansion while protecting brand value.

Digital rights management provider - streaming infrastructure and content protection contracts

Blake Morgan advised a cloud and video-over-IP specialist on a contracting suite for digital rights management and streaming infrastructure. The work included third-party technology licensing, template terms and key customer and supplier contracts. The public-sector relevance is the management of content protection, service levels, rights flow-down and platform risk where buyers use digital channels for public information, education, culture, health or engagement services. The work turned technical delivery requirements into usable terms covering content protection and commercial risk.

Merger and Acquisition Activity

Lot 2

Capability: *Our mergers and acquisitions work supports ownership change where continuity, value and governance need careful handling. We advise on business and asset sales, buy-outs, cross-border transactions, regulated services, due diligence, deferred consideration, earn-outs, warranties, indemnities, distressed sales and post-completion implementation. This gives buyers, sellers, investors and delivery partners a controlled route through transaction risk and operational change.*

Development Bank of Wales - management buy-out of a Welsh design and supply business

Development Bank of Wales instructed Blake Morgan on funding and transaction support for a management buy-out of a Welsh design and supply business. This is the strongest M&A example for a public-sector prospectus because it links classic acquisition support to public-backed regional investment objectives. We advised on acquisition documents, funding mechanics, deferred consideration, completion deliverables and governance protections for the public-backed investor. The matter supported management succession, continuity of trading and continued growth of a Welsh business, with the transaction record aligned to regional economic development aims.

Outsourcing

Lot 2

Capability: *We support outsourcing projects from procurement through to mobilisation, where service continuity, staff transfer and risk allocation need to be built into the contract. The work covers service contracts, facilities management, technology outsourcing, exit, change control, TUPE and pensions risk. The result is a clearer route from procurement documents to day-one delivery, with responsibilities and transition risks addressed early.*

Staffordshire Commissioner's Office for Police, Fire and Crime - facilities management outsourcing procurement

The Staffordshire Commissioner's Office for Police, Fire and Crime instructed Blake Morgan on the procurement of a facilities management contractor for hard and soft services, construction works and related estate support. The work used NEC4 facilities management documentation and drew on pensions and employment input. The advice helped create a structured outsourcing model for essential public safety estate services, managing operational continuity, staff transfer, Local Government Pension Scheme exposure and mobilisation risk.

Partnership Law

Lot 2

Capability: *Partnership law often matters where public, private and third-sector organisations share delivery, land, governance or community objectives. We advise on joint working arrangements, shared governance, community use, property interfaces, commercial terms and delivery risk. Our role is to make responsibilities clear so partners can work together without uncertainty over accountability, assets or long-term operation.*

Education provider and local authority - community sports facility joint working

Blake Morgan advised on land and commercial arrangements for a joint project between an education provider and a local authority to deliver community sports facilities. The work required property, redevelopment, operational and governance arrangements to be aligned so each party's responsibilities were clear. Particular attention was needed on shared use, public benefit, accountability and long-term asset management. This gave the parties a practical structure for shared delivery, community use and sustainable operation of the facilities. The matter is relevant to public-sector buyers where collaboration, property interfaces and public-benefit outcomes need to be documented clearly.

Pensions Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Pensions advice is central to service change where staff transfer, outsourcing or public-sector pension rights could delay delivery. We advise on Local Government Pension Scheme (LGPS), Fair Deal, admission agreements, bonds, pension protection, scheme governance and risk allocation. We help buyers plan pensions issues early, protect transferring staff and avoid pension cost or admission requirements disrupting mobilisation.*

Police authority in England - facilities management procurement and Local Government Pension Scheme

A police authority instructed Blake Morgan on facilities management procurement across several sites involving staff with Local Government Pension Scheme eligibility. The team prepared pensions provisions, started the admission application process early and negotiated away the need for an LGPS bond. This protected transferring staff pension rights, reduced bond cost exposure and built practical pensions safeguards into the services contract.

Planning Law

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Planning advice supports decisions where land use, infrastructure, regeneration and challenge risk need to be balanced. We advise on planning strategy, section 106 agreements, permissions, sustainable drainage, environmental constraints, enforcement, appeals, judicial review and delivery risk. Our work helps clients choose the right route, document the evidence and keep development or regeneration projects aligned with lawful process.*

Landowner planning dispute - reported section 73 planning judgment

Blake Morgan acted in a reported planning case clarifying section 73 of the Town and Country Planning Act 1990. The Court of Appeal confirmed that the statutory test is whether the change is material rather than fundamental, and permission to appeal to the Supreme Court was refused. The judgment gives local authorities and developers guidance on route selection, statutory interpretation and challenge risk.

London Borough of Camden - Regis Road Growth Area regeneration

Camden Council also instructed Blake Morgan on planning and wider legal issues for the 7.4-hectare Regis Road Growth Area. The work supported a major regeneration proposal involving public-sector land, re-provision of council facilities, housing, education space and creative-industry uses. We advised on planning strategy, land-use constraints, infrastructure delivery, stakeholder-sensitive regeneration issues and legal routes for a deliverable scheme, helping the Council align long-term placemaking objectives with challenge-ready planning and delivery advice.

Project and Asset Finance

Lot 2

Capability: *We support project and asset finance where funding, security and delivery obligations need to work together. The work covers funding conditions, development lending, security packages, lender and investor reporting, affordability, warranties and project obligations. We align finance documents with construction due diligence, procurement requirements and asset-management controls so funders and delivery bodies can track risk from approval to delivery.*

Anonymised social housing developer - low-carbon mixed-tenure housing funded by public-backed finance

Blake Morgan advised on project and asset finance arrangements for an anonymised low-carbon mixed-tenure housing development supported by Development Bank of Wales and Welsh Government funding. The instruction brought together affordable and market housing delivery, ground source heat pumps, solar panels, communal battery storage, construction and property documentation, procurement interfaces, warranties, security and an international bond. We aligned funding conditions, security requirements, construction due diligence and delivery obligations so the funders and delivery parties had a clearer route through procurement, finance, sustainability and staged delivery risk.

Projects and Transactions

Lot 2

Capability: *Complex projects need coordinated legal input across procurement, construction, land, governance and mobilisation. We advise on infrastructure, education estate, rail and highways interfaces, NEC contract structures, asset protection, stakeholder management and implementation controls. This gives buyers a clearer route from planning to delivery, with responsibilities, timetable risk and value-for-money issues addressed together.*

Welsh Government Highways Team - A494 River Dee Bridge major asset renewal

Welsh Government Highways Team instructed Blake Morgan on the A494 River Dee Bridge major asset renewal project, a significant public infrastructure scheme involving a deteriorating strategic bridge and emergency contingency planning. We advised on NEC4 two-stage procurement, early contractor involvement and Procurement Act 2023 strategy, including bidder guidance, bespoke contract amendments and a target-cost mechanism designed to support reliable pricing. The work helped the client manage value for money, programme risk, contractor engagement, asset protection and long-term infrastructure resilience before entering the main delivery phase.

Public-Private Partnerships

Lot 4

Capability: *Our Public-Private Partnerships and Private Finance Initiative work focuses on long-term public-service contracts where affordability, asset condition and transition risk are central. We advise on project governance, procurement, infrastructure, Design-Build-Operate-Maintain models, Private Finance Initiative variations, handback, expiry planning and service continuity. The aim is to help public bodies manage long-running partnership arrangements, protect asset value and plan orderly change or handback.*

Basingstoke and Deane Borough Council - leisure Design-Build-Operate-Maintain procurement

Basingstoke and Deane Borough Council appointed Blake Morgan on a 20-year Design-Build-Operate-Maintain (DBOM) procurement with capital expenditure of around £60m. We advised on procurement documents, contract structure, evaluation criteria, bidder clarifications, Value Added Tax (VAT), agency model and works and services provisions. Completion on 30 June 2026 enabled the Council to progress a new energy-efficient leisure facility with clearer controls around affordability, long-term operating obligations and continuity of public leisure services.

Welsh Government - Bute Avenue Private Finance Initiative handback

Welsh Government instructed Blake Morgan on the Bute Avenue Private Finance Initiative (PFI) handback, Wales's first PFI project. The work covered deeds of variation, highways agreements, inspections, condition reports and maintenance obligations. We helped identify handback risks, evidence asset condition and coordinate contractual close-out so the infrastructure could return in an orderly, auditable way.

Property and Real Estate Litigation and Dispute Resolution

Lot 2 and Lot 3

Capability: *Property disputes often affect operational sites, housing assets, public land and infrastructure programmes. We advise on possession, trespass, rights of light, easements, restrictive covenants, lease renewals, dilapidations, break notices, service charge, telecoms, building safety access, disrepair-linked issues, compulsory purchase compensation, injunctions, settlement and recovery strategy. We combine title and lease analysis with evidence review, expert input, negotiation and court preparation so clients can protect land and manage litigation risk proportionately.*

Welsh Government - Heads of the Valleys compulsory purchase, nuisance and compensation dispute

Welsh Ministers instructed Blake Morgan on property litigation and public law risks arising from major South Wales road improvement works. The dispute involved compulsory acquisition, disruption to land use, threatened injunctive relief, nuisance, judicial review risk and compensation claims. We reviewed evidence, title, occupation, valuation and expert issues, coordinated litigation and settlement strategy, and kept the land dispute aligned with the wider infrastructure timetable.

Gwynedd County Council - school site possession and statutory reverter claim

Gwynedd County Council also received advice on possession proceedings concerning an active primary school site. The claim involved statutory reverter, trust for sale, trespass, proprietary estoppel, education-service continuity and public land control. We assessed title, historic conveyancing, occupation evidence and court options, helping protect school operations and manage litigation risk around a sensitive education site.

Public Inquiries - Non-Statutory Independent Inquiries / Reviews

Lot 2

Capability: *Independent reviews and non-statutory inquiries need a process that is credible, fair and manageable for the organisation involved. We advise on governance, terms of reference, evidence handling, stakeholder engagement, sensitive records, recommendations and public scrutiny. Our support helps clients run reviews with clear reporting routes, careful data handling and a focus on learning as well as accountability.*

Swansea Bay University Health Board - maternity and neonatal services review

Swansea Bay University Health Board appointed Blake Morgan as prime legal adviser on a review of maternity and neonatal services. The work supported governance arrangements, specialist stakeholder engagement and sensitive evidence handling in a statutory health service context. We helped structure review processes, manage legal risk around health data and accountability, and support a public-facing review involving patient welfare, safeguarding, clinical governance and regulatory scrutiny.

Public Inquiries - Support to Participants and Inquests

Lot 2

Capability: We support organisations responding to inquests, fatal incident scrutiny and participant obligations where evidence, staff support and public confidence matter. Our advice covers Article 2 issues, statutory duties, disclosure, witness evidence, regulatory investigations, internal enquiries and learning-focused risk review. This helps clients respond carefully, support witnesses and maintain defensible records through sensitive proceedings.

Natural Resources Wales - Waterfall Country inquests and regulatory investigations

Natural Resources Wales instructed Blake Morgan on inquests and regulatory investigations connected with Waterfall Country. The advice covered evidence, statutory duties, Regulation 28 risk, regulatory exposure and stakeholder-sensitive public safety issues. We supported disclosure, witness preparation, regulator liaison and learning-focused risk advice, helping the regulator respond to fatal incident scrutiny while maintaining focus on public access, environmental management and confidence in statutory decision-making.

Public Law

Lot 1a, Lot 1b, Lot 1c, Lot 2 and Lot 3

Capability: Public law advice is most valuable when it helps decision-makers act lawfully, explain their reasoning and keep services moving. We advise on statutory powers, Welsh devolved legislation, consultation, governance, equality duties, transparency, patient choice, reasons, policy change, local government delivery, education regulation, social housing regulation and judicial review risk. Our work supports board and committee papers, member and officer-ready advice, audit trails, legal risk notes, commissioner correspondence and challenge-ready records.

General Optical Council - governance, employment and regulatory decision-making

Blake Morgan advised the General Optical Council on governance, internal policies and statutory decision-making in its role as regulator for optometrists and dispensing opticians. The instruction covered nominations committee arrangements, code of conduct, Council and Privy Council roles, employment status, pensions and tribunal litigation. It strengthened governance and helped resolve sensitive workforce and regulatory issues in line with the Council's public-interest functions.

Welsh Health Boards / NHS Wales Joint Commissioning Committee - emergency medical services judicial review

Welsh Health Boards succeeded in judicial review proceedings concerning Emergency Medical Retrieval and Transfer Service changes, including air ambulance services and base closures. Blake Morgan advised on decision-making, consultation and litigation strategy, helping protect an NHS reorganisation with a defensible record under a new Welsh statutory framework.

Welsh Language Commissioner - Welsh Language Tribunal and statutory review advice

Blake Morgan advised the Welsh Language Commissioner on Tribunal and statutory review issues, including enforcement powers, reasonableness of regulatory decisions and Welsh language legislation. The advice supported review-ready decision-making in a specialist Welsh public law context.

Public Law Litigation and Dispute Resolution

Lot 3

Capability: *When public decisions are challenged, clients need prompt litigation advice that keeps the legal risk and operational impact together. We advise on judicial review, procurement challenges, interim relief, disclosure, evidence, settlement, appeals, regulatory disputes and grounds of resistance. We help clients plan strategy, coordinate counsel, prepare evidence and report risk so public bodies can defend decisions efficiently and protect service delivery.*

Health and Care Professions Council - regulatory litigation and public law claims

The Health and Care Professions Council appointed Blake Morgan as litigation provider for claims arising from its regulatory functions. We advised on judicial review correspondence, grounds of resistance, Equality Act claims, appeals, disclosure applications and process improvement. The work involved procedural fairness, delay, discrimination, victimisation, misfeasance, human rights issues and regulatory evidence handling. Many challenges were resolved before proceedings, issued claims were resisted, and strategic input helped improve investigation quality and reduce referral-to-disposal times.

Public Procurement Law

Lot 1a, Lot 1b, Lot 1c, Lot 2, Lot 3 and Lot 4

Capability: *We support buyers through the full procurement lifecycle, from route-to-market strategy to award, standstill, mobilisation and challenge response. Our work covers frameworks, call-off contracts, local authority leisure, waste, education estate, construction frameworks, health technology procurement, the Provider Selection Regime, evaluation, transparency, the Procurement Act 2023 and bidder communications. This helps buyers build a procurement record that is easier to defend while keeping public projects moving.*

NHS England - Braceurself procurement challenge

NHS England instructed Blake Morgan in the Braceurself procurement challenge, including High Court proceedings, appeal work, costs and enforcement advice. The case involved evaluation challenge, automatic suspension, damages, limitation and the “sufficiently serious” test. The Court of Appeal upheld NHS England’s position, bringing the long-running proceedings to an end and protecting the procurement outcome.

Transport for Wales - procurement challenge under the Procurement Act 2023

Transport for Wales instructed Blake Morgan on a threatened procurement challenge under the Procurement Act 2023. The advice covered bidder issues, the statutory challenge process, award timetable, litigation risk, audit trail and continuity of transport delivery. We helped the client assess the challenge, respond proportionately and keep the procurement record defensible. The work supported operational continuity while helping the buyer manage an early procurement challenge under the new regime.

Real Estate and Real Estate Finance

Lot 1a, Lot 1b, Lot 1c and Lot 2

Capability: *Real estate work for public bodies is about using land and buildings to support services, regeneration and long-term value. We advise on public estate strategy, acquisitions, disposals, leases, title, development agreements, overage, easements, options, conditional contracts, education and charity property, social housing, sustainable drainage, construction due diligence, funding and security. Our support helps clients manage consent routes, funder conditions, title risk and completion steps so property projects remain deliverable.*

Welsh Government - A4810 Steelworks Access Road strategic land advice

Welsh Government instructed Blake Morgan on highways, planning and land issues connected with the A4810 Steelworks Access Road, a key element of the Llanwern Steelworks regeneration scheme. The advice covered strategic land, public infrastructure, title constraints, highway interfaces, legacy contractual issues, local sensitivities, estate interfaces and project close-out risk. We helped address land assembly and highway constraints, align real estate documentation with regeneration objectives and support delivery of public infrastructure linked to local economic policy.

Restructuring and Insolvency

Lot 2

Capability: *Restructuring and insolvency advice is often needed before distress affects services, suppliers or recoveries. We advise on administrations, liquidations, receivership, contractor insolvency, distressed real estate, supply-chain continuity, secured-creditor enforcement, asset sales, security review, adjudication recoveries and contingency planning. Our role is to help clients act quickly, preserve value and choose proportionate routes through appointment, termination, recovery or settlement.*

Liquidators of a travel group - complex customer refund and cross-border recovery issues

Blake Morgan advised the liquidators of a travel group on a Covid-19 related insolvency involving customer refunds, leasehold interests, employees, subsidiary sale, digital assets, book debts, airline claims and guarantee overpayments. The matter involved cross-border counterparties, public-facing creditor issues, subrogated creditor claims and significant recovery potential. We supported claims assessment, recovery strategy, court-approved steps, creditor communications, asset realisation and distribution planning, helping the liquidators manage creditor value and practical liquidation delivery.

Sports Law

Lot 2

Capability: Sports law issues can be relevant to public-sector buyers where community sport, public facilities, safeguarding, participation, funding or governing-body decisions affect public benefit. We advise on athletes' rights and conduct, governing body rules, disciplinary proceedings, integrity issues, participation, sponsorship and image rights. We help clients analyse rules, assess evidence, prepare appeals and manage hearings so disciplinary or governance issues are handled fairly and proportionately.

Professional athlete - disciplinary appeal before national governing body

Blake Morgan acted for a professional athlete in an appeal against disciplinary findings by a national governing body. The case concerned match-fixing allegations, inside information, betting rules and failure to assist an investigation. For public-sector buyers, the relevance is in fair process, evidence assessment, safeguarding of public confidence and proportionate disciplinary decision-making in sport or community-facing governance contexts. The appeal outcome reduced disciplinary and costs consequences while preserving the integrity of the governing-body process.

Supporting Public Inquiries

Lot 2

Capability: Statutory public inquiries require disciplined evidence management and clear coordination across legal, operational and senior teams. We support core participant work, Rule 9 requests, disclosure, witness evidence, evidence proposals, hearings and public accountability. Our work helps organisations respond consistently, protect sensitive information and use inquiry learning to improve future governance and service delivery.

NHS England - Covid-19 statutory public inquiry

NHS England instructed Blake Morgan in relation to the Covid-19 statutory public inquiry. The team supports core participant work, Rule 9 disclosure, preparation of requested evidence, review of evidence from other participants and hearing support. The work is nationally sensitive and requires disciplined matter management, careful handling of health-sector information, response coordination, counsel briefing and clear records for inquiry response, public accountability and future organisational learning.

Sustainable Finance / Green Finance

Lot 2

Capability: Sustainable finance and green finance work links funding, contract obligations and measurable carbon or environmental outcomes. We advise on Environmental, Social and Governance-linked funding, grant-funded decarbonisation, green loans, reporting, sustainability-linked obligations and low-carbon public estate delivery. We help clients align funding conditions, contract variations, reporting clauses and delivery governance so environmental commitments can be evidenced.

Lewisham and Greenwich NHS Trust - decarbonisation funding and Private Finance Initiative variation

Blake Morgan advised Lewisham and Greenwich NHS Trust on Private Finance Initiative (PFI) contract amendments needed to deliver decarbonisation works funded by Public Sector Decarbonisation Fund grant monies. The project involved moving from gas-powered heating to a heat-pump-based system at a live hospital site. Our advice helped align grant conditions, contractual variation, works delivery, service continuity and department decanting within an operational NHS estate.

Tax Law

Lot 2

Capability: Tax input helps keep transactions, restructurings and property projects deliverable. We advise on Value Added Tax (VAT), Stamp Duty Land Tax (SDLT), employment taxes, tax-sensitive structuring, capital reductions, shareholder returns, filings and implementation steps. This helps clients identify tax risk early and build it into documents, approvals and timetables rather than resolving it late in the process.

Listed business technology company - capital reduction and return of capital

Blake Morgan advised a listed business technology company on a court-approved capital reduction as part of a wider capital reorganisation and proposed return of up to £29m to shareholders. The work covered share premium cancellation, reduction of issued share capital, court approval, Companies House filings, shareholder timetable, distributable reserves, market disclosure and tax-sensitive implementation. We helped structure the steps so the company could create the legal basis for a lawful return of capital while managing approvals, filings and execution risk.

United States Securities and Regulatory

Lot 2

Capability: *United States securities and regulatory issues can affect public-sector buyers, public-backed investors and regulated delivery partners where overseas investment, ownership change or cross-border approvals could affect timetable, disclosure or service continuity. We advise on overseas investment, securities issues, merger control, regulatory filings, due diligence, completion conditions and cross-border approval strategy. Where overseas counsel is needed, we coordinate input so transactions stay aligned with regulatory risk, approvals and the buyer's timetable.*

Anonymised shareholders of an independent care provider - sale to an overseas investment company

Blake Morgan advised shareholders on regulatory and transaction issues arising from the sale of an independent care provider to an overseas investment company. The transaction involved a significant care and healthcare operational footprint, overseas purchaser considerations and potential public-interest scrutiny. We advised on merger control, Competition and Markets Authority process, cross-border investment, due diligence and health and social care market issues. For public-sector buyers, the relevance is in managing cross-border approval, ownership and service-continuity risk where transactions affect regulated care or healthcare services.



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