



1. Experience

Blake Morgan is a full-service law firm with offices across the UK, in London, Oxford, Reading, Southampton and Cardiff. We are trusted advisers to many leading players, including a number of police authorities, local and central government and not-for-profit organisations, as well as a portfolio of multinational companies (public and private), major high street and corporate banks and retailers. Our clients tell us that what sets us apart from other law firms is our understanding of the environment in which they work, their organisational goals and challenges, our human touch and our in-depth knowledge of the markets in which they operate.

With 90+ partners and 500+ staff we have the strength and depth of knowledge and expertise to give you advice across all the disciplines in which you will require support to help you succeed.

We are confident we have the expertise and experience to provide you with a first-rate service. Whilst we appreciate most police forces are only interested in UK laws, the firm is a member of TAGLaw Alliance, one of the world's largest alliances of independent law firms and rated 'Global Elite Law Firm' network status by independent legal directory Chambers. Such an alliance gives us the ability to provide our clients with international advice where needed.

Supporting our clients

Blake Morgan is proud to act for a wide range of public institutions including police authorities, the NHS, regulatory bodies, local, devolved and central government, and healthcare providers.

Our clients also include major corporates, airlines, charities, property developers, social housing providers and insolvency practitioners as well as SMEs and high net worth individuals. This means we operate in the markets in which our clients' counterparts operate, giving a greater breadth and depth of expertise to our advice.



Our clients

NHS Commercial Services
NHS Shared business
Services
Civil Nuclear Police
Authority
Maritime and Coastguard
Agency
Port of London Authority
Department for Transport
Health and Safety
Executive
Solicitors Regulation
Authority
St John Ambulance
The British Red Cross

Accreditations



Procurement Services

Our team have significant experience of advising a number of police forces, local authorities and other public bodies in respect of all types of commercial contracts ranging in complexity and value (tens of thousands to hundreds of millions of pounds), from updating standard terms and conditions templates and schedules to supply of goods and/or services and consultancy services to major works agreements, joint venture and collaborative arrangements, major IT, outsourcing and managed services agreements. We have also advised clients on terms and conditions reviews involving a multitude of stakeholders, producing bespoke agreements that accommodate the requirements of all parties. In addition, we regularly provide training (face-to-face or online) and associated guidance, tailored to meet our clients' specific requirements.

The team has a highly client focused, practical and commercial approach and are able to undertake and support large and highly complex transactions. We seek to understand and achieve the commercial outcomes required by our client, actively managing the transaction and offering solutions that enable those outcomes to be achieved.



Blake Morgan have a lot of top quality lawyers with great emphasis on commercially sensible outcomes. They are calm, experienced and know the law. Very reassuring."

Legal 500, 2024

Procurement experience

Major police authority

- Advised a major police authority in relation to the procurement and contractual arrangements for a framework agreement for the maintenance and deployment of the client owned national barrier asset – assets deployed to block roads, footways & other locations to prevent/mitigate vehicle borne threats from a vehicle as a weapon attack or as a vehicle borne improvised explosive device against infrastructure, persons & publicly accessible locations (an estimated value of £35million)
- Advised a major police authority in relation to a procurement through the Clinical and Offensive Waste Procurement Framework, Crown copyright and usage, licencing and ownership of IP, drafting / updating IP licence agreements dealings with external media agency
- Advised a major police authority in relation to the cataloguing, commercialising and protection of their IP assets and providing training back to the authority on lessons learnt and how to conduct new processes going forward

Greater Manchester Police

- Advised on UK's second-largest police force on procurement and contract drafting of its c.£30 million Integrated Operational Policing System (iOPS) as well as a number of related enabling IT contracts, such as integration services,

data warehousing and provision of licences and hardware. Also advised GMP on several "shared services" contracts with other authorities, relating to pooling resources and reducing costs in respect of vehicles maintenance, pensions and payroll, and HR services.

Velindre NHS Trust

- Advised on a £90M-plus procurement of radiotherapy machines for cancer treatment fully integrated with specialist software solutions, to be implemented across 3 sites and including training, shared research, guaranteed efficiency savings and community benefits. Advice included developing a governance system to manage this project in conjunction with the new Velindre cancer centre PPP scheme.

Sovereign Housing Association

- Prepared a full suite of procurement templates and standard terms and conditions contract templates for commonly purchased goods and services;

Welsh Government

- Ongoing collaborative exercise to review standard terms and conditions (including specialised and framework agreements) to make them more user-friendly for internal users and a range of contractors, from SMEs to major economic operators. This includes training workshops and advice on how to maximise community and social benefit through contract clauses and procurement techniques.

NHS England: Prison Procurement

- Advised on NHSE's procurement of a range of healthcare services at HMP Rainsbrook STC, HMP Whatton and HMP Birmingham. Services involved included primary care, social care, pharmacy and medicines management, personal dental, general ophthalmic, mental health and substance abuse. Supporting the client through several stages:
 - Prior to the formal procurement process: (1) Strategic advice on what contracts should be used, how to use them, who to work with; (2) Legal advice on developing contracts into templates for use in subsequent prison procurements;
 - During the procurement process: (1) Strategic support on approach to working with bidders/compliance with public procurement requirements, including maintaining confidentiality while also ensuring consistency and transparency of terms; (2) Legal support on drafting the contracts, ensuring provision for key indicators such as performance management, consistency of terms and quality of service;
 - Post procurement process: (1) Ongoing strategic advice concerning choice of bidder and ensuing relationship management with them; (2) Legal support with drafting/amending the contracts in preparation for the completion stage and contract award.

Commercial Law and dispute resolution

Our technically expert commercial solicitors advise on a range of contracts supporting clients on their strategically important commercial arrangements. Our aim is not only to ensure that commercial contracts are legally robust and compliant but that they clearly reflect the nature of the relationship with suppliers and partners and that they help businesses control and manage risk. We work with the boards and in-house counsel of major corporates as well as the owners and managers of small and medium-sized businesses, supporting clients who operate in a range of sectors including blue light, real estate, manufacturing, technology, utilities, banking and the public sector. We advise on:

- **Joint ventures, collaboration and partnering agreements** - advising on all types of partnering agreements from formal joint ventures to MOUs, and other types of collaborative arrangements clients may wish to enter into with their partners.
- **Supplier contracts/agreements** - advise on all issues which clients come across, not only around commercial contract terms but the related data processing and compliance issues. We review and draft a multitude of supplier agreements for clients in a wide range of industries to include blue light, major utility companies, energy usage companies, manufacturing and retailing companies, private service providers, local authorities, NHS bodies, charities and third sector entities.
- **Framework agreements** – we support clients reviewing framework agreements for suitability of the same for their requirements and procurement risks around departing from procured framework terms. This is particularly the case for police forces that are keen to secure some of their own contractual terms and schedules over and above framework terms and schedules.
- **Non-disclosure and confidentiality agreements** – protecting commercially sensitive information.
- **Terms of supply and purchase** - these may be one off terms for a long term supply arrangement, a framework and call contract, or standard terms and conditions.
- **Data Protection and GDPR** - advice on data protection compliance, including advising on data audits, policies and procedures, drafting privacy notices and undertaking privacy impact assessments.
- **Intellectual property (IP)** - advice on the licensing of all types of IP from copyright to patents, trademarks and designs. We advise on commercialisation of IP and have supported police forces on retaining IP catalogues and processes to log IP and effectively evidence and utilise the same.
- **Outsourcing agreements** - we can support you on in/outsourcing services such as catering, cleaning, waste or facilities management.
- **Agency, sales and distribution agreements** - advising on drafting or creating contracts that not only meet commercial objectives in key business arrangements with third parties but are also legally robust and comply with both competition law and the rules regulating agency agreements.
- **Litigation and dispute resolution** – advice on a range of disputes including commercial, intellectual property cease and desist proceedings, corporate and shareholder disputes, professional negligence, contentious intellectual property matters and special educational or additional learning needs. We support police forces on defence of IP infringement.



Blake Morgan distils complex legal situations into plain English, and explains the commercial angles."

Chambers UK, 2023

IT projects and broadband - some examples

- Acted for Digital Health and Care Wales in preparing a standard suite of contracts for IT services modelled on CCS precedents with the aim of being "market standard" but also delivering enhanced protections in key areas like cyber security, clinical safety and patient safeguarding, data protection, implementation and testing and intellectual property. The suite of documents has now been used for c.12 major strategic all-Wales NHS IT procurements (each in the tens of millions).
- We have continued to support NHS England on the complex IT contracts and extensions required to provide the IT infrastructure for the Winter Flu and Covid-19 Vaccination Programmes. Advice has included:
 - Procurement advice on extending contracts for new software developed to support vaccine deployment in primary care and community pharmacies
 - Ongoing contract management, including terminations and , re-procuring of a wide range of con-tracts.
 - Contracts for supporting IT infrastructure including working alongside DHSC and UKHSA
 - Managing disputes with suppliers and supporting change of suppliers to enable the services to continue with no or minimal disruption to the core service
 - Data transfer and retention issues in and at the end of contracts
 - Contracts for national call centres, and data analytics to support the vaccination programme
- Supporting Gigaclear on a number of highspeed broadband projects and contractual arrangements and joint ventures.
- Advised Meadow Fund subsidiary on a telecoms code lease termination in relation to a multi-million pound mixed use development.
- Advised a University on the complex outsourcing of its obligations owed to the MOD and Capita for an Application and Training Modules, to a down-stream IT company.
- Advising WG on its £500m+ NGBW project, at that time one of the largest broadband roll-out projects in the world. We worked closely with a dedicated WG project team and their appointed consultants. The project was subject to OGC gateway reviews throughout. Governance was dealt with by an executive project board sponsored at Ministerial level.



Blake Morgan is a reliable and experienced firm with good knowledge of current market conditions and commercial in their approach."

Chambers UK, 2024

3. Case Studies

Our team regularly work on a variety of commercial and procurement projects, varying from options appraisal and business case stages to large scale multi facility procurement. The team also supports clients on business transfer arrangements, either on a service provision basis or on an outright sale of business basis.

CASE STUDY: Major Police Force – Anonymised

NATURE OF INSTRUCTION: Advising on an extensive project to support the overhaul of agreements related to IPR

Advice provided, issues and actions: The Blake Morgan contentious IPR team held weekly triage calls during this time to offer ongoing and bespoke advice on a range of IPR matters, to include enforcement and protection matters. Alongside these calls the team pulled out immediate tasks to protect IPR and warn infringers to cease and desist behaviours. All matters were dealt with in a timely manner. The team's work included a collation and analysis of IPR matters frequently handled by the police force and liaising with and reporting to the client to streamline its internal processes and recommending changes in how IPR is dealt with.

As part of our role, we have assisted in:

- Reviewing and remodelling the functionality of our client's IPR queries handling unit and have automated several processes for handling such queries
- Assisted in upskilling the police force commercial staff to ensure they are better able to independently deal with IPR queries and challenges going forward.

One of the immediate actions required by Blake Morgan's commercial team, was a thorough review and update of their existing IPR templates. The team remodelled a considerable number of IPR legal templates offering a full range of additional protections and making public facing agreements more user friendly wherever possible. Examples of these reworked templates include a remodelling of a copyright agreement template and a full redrafting of its trade Mark licence agreement template.

Professional knowledge and operational expertise: This demonstrates our teams expertise with IP and our ability to work alongside police forces effectively and succinctly. The police force now has a full set of IPR legal templates with considerably stronger protections which are ready to use for a variety of purposes. Alongside this work, the team worked closely with the police force in formulating an effective and managed way of utilising such templates and logging departures from and updates to such templates when used on live matters, to better log and manage risks on its IPR assets.

CASE STUDY: A Police and Crime Commissioner

NATURE OF INSTRUCTION: Advising the PCC on buy-out of a PFI scheme (on which we had advised the former police authority) for a regional custody unit.

Advice provided, issues and actions: The PCC wished to consider early termination and buy back of the above PFI scheme. We had advised on procurement, negotiation and completion of the original scheme. Although this was a termination, it necessitated a full review of the project and finance documentation in order to advise on termination options and procedures, and therefore covered all the same issues as the original PFI project formation. We also advised on outstanding construction/maintenance defects and on initiating dispute resolution action.

The PCC decided to proceed and we carried out detailed review and drafting (including negotiating with multiple parties) to ensure that all potential liabilities and obligations were addressed by the relevant parties, including:

- Transfer of maintenance contracts
- Handover of designs and manuals
- TUPE and pensions
- Compensation on termination valuation (including set-offs)
- Lifecycle and insurance accounts
- Release of direct agreements and financial guarantees
- Property issues.

We drafted and negotiated the termination deed and other documentation addressing all these matters with the ProjectCo, funder and hard/soft maintenance provider. We then agreed a protocol for simultaneous release of all obligations, and participated in the "swap" call to terminate the interest rate hedging arrangement.

Our work also included advising on and setting out to the funder the relevant powers and constitution of the PCC and preparing the appropriate authorisation documents, and reviewing/contributing to the business case/approvals process (including Welsh Government approval).

Professional knowledge and operational expertise: This project demonstrates the knowledge and operational expertise required for MIM. We had to review and deal with all aspects of the PFI arrangement in order to achieve termination, including the main project agreement, finance documents, construction, maintenance, property and TUPE/pensions. The project was led by Simon McCann and involved colleagues from our finance, construction, employment and property teams (all based in Cardiff). We were able to deploy our in-depth experience of PFI/PPP and other security/defence PFI/PPPs we have advised on including Dyfed Powys Police HQ and the MoD's £88M "super-hangar" at St Athan. We were also able to use our specialist knowledge of working for police forces and their requirements, gained from our long working relationships with Greater Manchester Police and Thames Valley Police.

Legal, political and constitutional context: Security and prisoner safety were key issues in dealing with the handover of cell maintenance. We also had to advise on the constitution and powers of the PCC (including the legislative transition from the former Police Authority), Welsh Government approval, and produce authorisation documentation to satisfy the funder. The project was carried out to a very tight timescale to take advantage of available funding.

4. Service quality standards

An effective approach to client service excellence

We believe in excellence in client service. We are client-centric; our ability to build effective, long lasting relationships is key to our success.

Internal: Our approach to quality assurance

We ensure you receive an effective, responsive, quality service each time, every time. This is achieved through our approach to project management, continuous improvement, training and client service.

Effective quality: Internal excellence, external recognition

We are certified under the ISO9001 standard and adopt a robust and effective approach to managing our quality systems. As part of the certification/review process, we are audited annually; the benefit of this to clients is an independent guarantee of consistent quality.

We achieve a quality service in the following ways:

- **We employ and recruit experienced lawyers** and act in ways which are proportionate, transparent, consistent and agile.
- **We adopt ongoing quality assurance activities** for each and every project.



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Legal 500 2024

Additional Services

As a firm with a turnover of £61m, 90+ partners and 500+ staff, we have the strength in depth to adequately resource work, no matter the project size or the technicality of the issues you might face. We offer the range of services that as a police force, you may need from time to time.

- **Public Inquiries** – Our team of public inquiries solicitors and barristers have significant experience representing clients in public inquiries. We have provided advice to clients called to give witness statements, those who have been asked to produce documents and those who are active participants and/or core participants in some of the largest UK public inquiries including Grenfell and the Infected Blood Inquiry. Our public inquiries lawyers can assist in guiding you

through the obligations you have to the inquiry whilst also ensuring your specific interests are considered and protected.

- **Regulatory** – Our regulatory law team of dedicated regulatory solicitors and barristers come from a mix of criminal and civil law backgrounds. They have represented professionals facing disciplinary proceedings in a number of different sectors. With their expertise in defending professionals, they will provide you with reassurance and support through each stage of what can be a daunting and drawn-out process.
- **Employment** – Our employment team can provide restructuring and reorganisation advice, from drafting and due diligence work, changes to terms and conditions, relocation, mergers, acquisitions, procurement, resourcing, outsourcing and TUPE (transfer of undertakings or service provision changes).
- **Pensions** – Our dedicated team provides expert advice to all industry sectors in respect of private and public sector pension schemes, regulatory compliance, pension disputes and life assurance. They advise on the restructuring of businesses, financing and refinancing, all forms of corporate activity and conduct, covenant assessments, mergers, pension scheme investments, benefit changes, scheme amendments, advice in relation to the Pensions Regulator and Pension Protection Fund, pension litigation, outsourcing in the public and private sectors as well as SSASs and SIPPs..
- **Construction** – Our construction team provides expert advice on procurement strategies, contract drafting and negotiation for stand-alone construction contracts and complex property agreements involving development obligations as well as advising on the full range of construction disputes. The team acts for a wide range of businesses involved in construction and engineering projects – as well as clients and contractors, specialist sub-contractors/suppliers, consultants and end-users. The team has a well-established expertise across a number of industry sectors including local and national government, health and education.
- **Planning** – Our specialist team of planning lawyers and in-house planning consultants advise across all aspects of contentious and non-contentious planning matters, including EIA and habitats, highways, compulsory purchase, DCO's and other associated infrastructure documentation and general advice.



Staff Members

Staff: 500+
Partners: 90+



Offices: 5

TAGLaw Partners:
160 Law firms, 115 Countries



Legal 500

29 Practice Areas Tier 1
31 Leading Individuals
83 Recommended Lawyers



Chambers & Partners

33 Band 1 & 2 practice areas
60 Band 1 & 2 individuals
42 Team rankings

Blake Morgan Fora

At Blake Morgan we believe that by working together with great people you can achieve great success. This is why we have created a number of fora that are designed to empower you and your business to achieve great things.

The fora are designed to offer members the opportunity to join networks of like-minded professionals and industry leaders so that they inspire each other to make a real difference in their businesses.

Please see below for more details about our fora. Events include eminent speakers within their specialist fields to help inspire members. Sign up to receive mailings for each forum and you can also join LinkedIn groups.



- [Counsel+](#) – a dedicated forum powered by Blake Morgan exclusively for in-house lawyers. At Blake Morgan we believe the best results are achieved through collaboration, so we offer our members the opportunity to join a large network of in-house lawyers where you can Link, Learn and Lead. Membership to Counsel+ is free to in-house lawyers. Whether you are newly qualified or an established GC you'll benefit from our learning resources complemented by networking opportunities with other legal professionals across a wide range of sectors and organisations.
- [Public Sector Insights](#) – Our Public Sector Insights events are specifically designed for those working in the public and third sector. These monthly virtual updates are tailored to up-skill attendees and provide a practical analysis of a wide range of relevant topics, including recent and planned legislation. Each session is led by highly experienced experts in their fields, with extensive knowledge of the sector. We bespoke the training to ensure that delegates get the best learning experience possible and secure the knowledge and tips they need in their roles. We aim is to bring together professionals from across these sectors to build on existing knowledge, gain valuable insight, reflect and share experiences. This accessible, effective and engaging learning environment enables attendees to take away information which develops their skills.
- [Employment](#) – The Employment Forum is dedicated to providing guidance and insights to assist you in managing your organisation and workforce successfully. Our team of employment, pensions and immigration lawyers, many of whom are recognised as leading practitioners within their field, will tackle challenging topics and keep you updated about legislative and case law developments.
- [Developing Connections](#) – Working with a panel of experts, we tackle topics impacting the sector such as prop tech, off-site construction, build to rent, financing and sustainability with a lively, engaging discussion, that will Inform, Influence and Connect you to people from across the industry. This forum provides networking opportunities that are ideal for those looking to do business with investors, developers, banks, architects, surveyors, to put together dream teams who can power and facilitate growth.

5. Key Contacts



Penny Rinta-Suksi

Partner

+44 (0) 1865 253257

penny.rinta-suksi@blakemorgan.co.uk

penny.rinta-suksi@blakemorgan.cjsm.net

Penny is a commercial lawyer and the major projects Lot Lead. She leads Blake Morgan's Local Government and Blue Light England team with over 20 years' experience in advising private sector clients, funders, public sector and third sector on major projects and commercial contracts. Penny's experience ranges from structuring and implementing complex major procurement projects to commercial contracts, warranties, guarantee and performance arrangements. Penny has a specialty in helping clients to achieve effective corporate and contractual 'partnering', finding the right solution to achieve their commercial objective. Penny works with her team to implement the solution, dealing with all commercial issues including finance, security, IP and IT, construction, procurement, employment, pensions and property.



Gemma Barnett

Business Development Manager

+44 (0) 20 2068 6817

Gemma.barnett@blakemorgan.co.uk





Gemma is the Business Development Manager for Blake Morgan's Wales region and leads on the development and implementation of the BD and marketing strategy, campaigns and manages key senior stakeholder relationships. Gemma has responsibility for the firm's Commercial & Charities, Employment, Pensions, Benefits and Immigration Business Groups. She supports the development of new opportunities, drives Business Group plans, implements strategies in line with strategic goals, manages client relationships, service and retention and proactively raises the profile of the firm in the market. Gemma is responsible for the firmwide cross-practice forums, Public Sector Insights, Employment & Women in Leadership forums.



Offices in:

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