

La Manche

ADVISORY

SERVICE OVERVIEW

One strategic read across Brussels and London.

Strategic advisory on UK-EU political, regulatory and institutional relations.



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Working at the institutional junction of Westminster, Whitehall and Brussels has given me a particular vantage point on how the relationship actually works: how London and Brussels read one another, where political and institutional signals diverge, and how a technical file changes once it enters the politics of the relationship.

I turn that into a strategic read of where the relationship is heading and what is materially changing; a focused view of the file or issue that matters to you most; and help navigating and engaging with the institutions that shape it.

That perspective was built over twelve years working on UK-EU affairs in Parliament. I began with detailed scrutiny of EU Single Market legislation for cross-party committees in both Houses, learning to get inside the file as well as the politics, before spending seven years as the House of Commons' National Parliament Representative to the EU in Brussels and its official-level liaison with the European Parliament, Commission and Council. I held the post from the latter stages of the Withdrawal Agreement negotiations through the TCA, the Windsor Framework and the reset now under way, and helped establish and support the UK-EU Parliamentary Partnership Assembly.

That is the perspective La Manche brings to the relationship – and to the file.

One strategic read across Brussels and London.

A standing assessment of the relationship, informed by the politics and process that carry it.

A focused view of your file or issue. A route into the institutions that shape it.

Outlook

A retainer for organisations with a live stake in the relationship that need a senior view spanning London and Brussels.

1. **The read. A regular strategic view of where the relationship is heading:** the reset, Europe's industrial turn, implementation issues, changing access and the politics that could move any of it. I test judgements against outcomes and read positions in their political, institutional and diplomatic context.

Updates will cover developments and dynamics across the core UK-EU agenda, such as youth experience, ETS linkage, electricity trading and an SPS agreement; regulatory cooperation; and major Made in Europe files, e.g. the IAA and Public Procurement Act.

2. **Track. A focused, private read on your file or issue:** where it is heading, who is shaping it and what it means for you. Naming it directs what I follow and test in greater depth.

A deeper Track might focus on a particular aspect of the core agenda above, or a file in areas such as EU customs reform; defence-industrial cooperation; economic security and industrial policy, e.g. steel, CBAM, critical raw materials or investment screening; EU simplification, e.g. digital and AI, sustainability or industrial rules; the Savings and Investments Union or 28th regime; or an issue of your choosing.

3. **Contact. A regular conversation,** and contact when something matters or when you need a view.

Projects

Bounded, bespoke work around a specific question, decision or objective.

Typical projects include:

► **Agenda. UK – EU**

Putting a new issue on the agenda in Brussels. I can help shape the case and lead you to the right institutional channel.

► **Engage. UK – EU**

How to engage effectively in Brussels on a live file. I can map the route, inform your approach, and support the engagement from start to finish.

► **Scenario.**

A deep dive on a single question: where the issue is heading, the plausible outcomes, and what each would mean for your strategy.

► **Sherpa.**

Scoping the political and institutional dynamics around a difficult issue – for example before or after a summit, or as a sensitive one emerges.

► **Embed.**

I can work with your in-house team, adding a UK-EU institutional layer to an existing workstream.