

RM6240 Public Sector Legal Services

**Lot 1a** - Full Service Provision

**Lot 2a** - General Service Provision

Ashfords LLP Prospectus – Version 0.1

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# Introduction

"We are delighted to be appointed to the Crown Commercial Service Framework RM6240. Our appointment to Lot 1a and Lot 2a further emphasizes the strength and depth of expertise we have to offer to the public sector. We look forward to the opportunities that our appointment to the CCS Framework will bring and to working closely with the CCS members to help them deliver their goals over the coming months and years."

**Lucy Woods**  
Lead Partner and Head of Public Sector  
CCS Relationship Manager



## Team

### Bringing everything together

We have been a supplier to the public sector for more than 25 years, and every year we handle hundreds of instructions for our public sector clients. Our understanding of the demands on you, means that we can “bring together” our experience, skills, knowledge, and people to understand your problems and deliver solutions quickly – and so save you money. Ashfords meets these challenges head-on, and has an excellent track record of developing solutions for its clients in these demanding times. We are well aware of the political dimension of satisfying functions and the delivery of services and are experienced in operating in a public sector context.

### Meeting your needs

I am the lead relationship partner for the framework and have overall responsibility for the delivery of our services to you. However each instruction will be led by a specialist partner and a skilled project team. I am directly supported by Ruth Yates, who as the CCS account manager is responsible for managing all instructions made through the framework. We have a strong team of 92 public sector specialist lawyers with access to our wider firm for additional capacity. In this prospectus you will find further details of the services we can deliver Under Lot 1a and Lot 2a RM6240 Public Sector Legal Services, along with examples of our experience and key contacts.



**Lucy Woods**

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### For Bid / Tender Opportunities

Please contact: tenders@ashfords.co.uk

# Social Value

Ashfords believes it has a role to play in its community, and we translate this into our Social Value practices through a localised and focused approach to social, economic, and environmental efforts.

## The Ashfords Foundation

We have a grant making charity that focuses on small charities and community organizations. The Foundation has provided grants across a range of causes including homelessness, mental health, poverty, child hunger, disability, and education.

## Diversity

Our Diversity Action Group is central to monitoring our diversity statistics and creating opportunities for people from underrepresented background to engage in a career in law. We hired external consultants to provide a multi-year roadmap for further diversity and inclusion opportunities and have rolled out a range of initiatives including skills based hiring, coaching and training for those returning from maternity leave. We actively track and report our diversity statistics to monitor progress.

## The Environment

We have a dedicated Environment Committee that establishes and monitors environmental performance targets. Some of its current initiatives include: energy efficiency measures throughout our offices, zero waste to landfill, solar panels on our office, and carbon offsetting.

## Social Inclusion

We offer apprenticeships, as an alternative to the university route, for careers as a CILEx lawyer, Paralegal or other legal or business support practitioner. Our “Aspire” programme for Year 10 students and “Pathways to Law” for Year 12 students from local schools the opportunity to work in our Exeter office for one week. This aims to provide students from all backgrounds with an insight into the legal professions. 61% percent of our Partners and 71% of our lawyers attended state school opposed to independent/fee paying school.

## Community Engagement

We have a range of initiatives that enable our staff to make a difference in our communities including:

Digital Inclusion – Ashfords donates unused laptops to local schools to facilitate digital inclusion.

Staff Fundraising – our staff proactively fundraise for various causes. Some of their recent fundraising activities include a charity quiz, raffles, plant sales and completing the 3 Peaks Challenge. We also host foodbank donation points in our offices.

Staff Volunteering – our staff volunteer on community projects for example a monthly schedule of volunteering at a local foodbank.

## LOT1a – Full Service Provision - Mandatory

- [Administrative and Public Law](#)
- [Non-Complex Finance and Investment](#)
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## Administrative and Public Law

We advise on all aspects of administrative and public law that affect the functions and proceedings of public sector bodies including:

- Corporate structures and delivery models
- Judicial reviews and statutory challenges
- Vires and constitutional issues
- Legal and procedural advice to Cabinets, committees and panels
- Decision-making processes
- Complaints and disciplinary procedures regarding the conduct of officers and members
- Providing support to monitoring officers.

### Key People

#### Lucy Woods

- Partner who supports clients in procuring and negotiating contracts.

#### Duncan Moore

- Legal Director specialising in planning and local government.

#### Gareth Pinwell

- Partner experienced working with local authorities both as an in house advisor and as an appointed external lawyer.

### Spotlight Experience

We provide legal services to London Borough of Wandsworth and the London Borough of Richmond upon Thames (with which London Borough of Wandsworth have been sharing services since October 2016). We are the main legal provider for criminal and civil litigation services, housing management services, employment, planning and highways and contracts and procurement.

## Non-Complex Finance and Investment

We advise on all aspects of finance matters including but not limited to:

- advising on general banking matters (domestic and overseas, including loan agreements, guarantees and security arrangements), trade finance and financial litigation.
- asset finance;
- capital markets;
- acquisition finance;
- project finance;
- restructuring / insolvency;
- loans / lending.

### Key People

#### Clare Brewer

- Partner and extremely experienced commercial project finance lawyer with the ability to rapidly grasp the intricacies of a complex structure in order to undertake a significant and influential role in the negotiation, leading to a timely financial close.

#### Rebecca Dury

- Partner and Head of the Banking & Finance Team.

#### Ed Hobbs

- Partner specialising in corporate banking, acquisition and leveraged finance.

### Spotlight Experience

Ashfords provided finance advice to a local authority owned housing delivery vehicle. We advised the Company on the circa £38 million loans to be provided to it by the London Borough, and the associated security documentation. Their loans had to be carefully structured in a State aid compliant manner given that the lender is a public sector entity.

## Contracts

We advise on all aspects of contracts and contract law, including commercial contracts and other commercial agreements, including but not limited to:

- advising on, drafting and negotiating agreements relating to commercial activities including supply of goods and services, outsourcing / contracting out of services, manufacturing, agency and distribution, concession contracts, shared service arrangements, joint ventures and grants;
- supporting relationships including advising on rights and obligations, changes, termination / exit and transition between suppliers and advising on commercial / contractual reorganisations and restructuring including novation, assignments and changes in ownership;
- advising on public infrastructure regulation such as UK/EU regulation relating to energy, water, transport and telecommunication industries necessary to support commercial transactions and/or arrangements; and
- advising on grant funding including UK replacement grant funding post-Exit Date; and advising on, drafting and negotiating grant documents.

### Key People

#### Lucy Woods

- Partner who supports clients in procuring and negotiating contracts.

#### Ruth Yates

- Senior Associate advising on all aspects of public sector contracts, from the outset of a procurement process, through to completion and dealing with post close contractual issues.

#### Katie Gwyther

- Katie assists the Public Sector team on a range of Contract matters for public bodies and local authorities. Katie assists with all aspects of public sector contracts.

### Spotlight Experience

We are advising the RBKC in relation to its Edenham Way regeneration project alongside CBRE and Grant Thornton. The regeneration will deliver market housing, social housing and intermediate housing as well as a commercial block. We have assisted RBKC to ensure this is delivered, using the procurement process as a tool to drive the correct behaviour from the selected development partner

## Competition Law

We advise on:

- All aspects of subsidy control and legacy State aid
- Complex multi-funder projects and the application of procurement law
- Competition law
- Due diligence on supplier mergers with potential competition law implications
- Competition considerations in responding to FOI requests, and the publication of supplier information.

### Key People

#### Ruth Yates

- Senior Associate advising on all aspects of public sector contracts specialising in subsidy control, from the outset of a procurement process, through to completion and dealing with post close contractual issues.

#### Katie Gwyther

- Katie assists the Public Sector team on a range of Contract matters for public bodies and local authorities. Katie specialises in subsidy control.

### Spotlight Experience

We were instructed by **Council of the Isles of Scilly** in relation to its organic thermal treatment and energy recovery project (the **“OTTER Project”**), which is a fundamental aspect of the Council’s “Smart Islands” programme with a capital cost of £1,930,000. We provided a State aid report to the Council to evaluate the three primary sources of funding for the OTTER Project being the Council’s Local Enterprise Partnership, the Council itself and South West Water.



# Corporate Law

We advise on all aspects of corporate law including but not limited to:

- UK company law;
- NHS mergers and acquisitions;
- Joint ventures, including public private partnerships and other forms of collaboration with the independent sector;
- Use of companies limited by shares/guarantee, limited liability partnerships and other types of legal entity;
- Public sector investment/stakes in private companies;
- Disposals of assets by the public sector to the private sector;
- Structuring private sector investment in public sector assets through corporate vehicles;
- National Security and Investment Act 2021;
- Corporate governance;
- Directors' duties;
- Company secretarial services.

# Data Protection and Information Law

We advise on all aspects of data protection and information law including but not limited to:

- the law surrounding the use and control of information by public and private sector bodies, including domestic and EU data protection legislation;
- international data transfers;
- data protection laws, data requests and complying with the principles of transparency; and
- Freedom of Information.

## Key People

### Jocelyn Ormond

- Corporate Partner specialising in mergers & acquisitions, joint ventures, equity investments, alternative legal vehicles and governance in the healthcare, digital health and life sciences sectors.

## Spotlight Experience

Ashfords advised a **local authority** on its high profile potential purchase of the private sector shares in a waste collection company. The Ashfords team is advising on all aspects of the potential share purchase, including the share sale agreement, due diligence, potential pitfalls, asset transfer, pensions implications and consequences in respect of business continuity for the three services contracts.

## Key People

### Ian Manners

- Partner in the Business Risk and Regulation Team. Ian advises clients across the whole range of industry sectors including information law and regulatory compliance

### Hannah Pettit

- Associate in the Commercial Team and Technology Sector. Hannah advises on commercial contracts and data protection matters, with a particular focus on the Technology Sector

## Spotlight Experience

Providing ongoing GDPR compliance advice to a major public utility following its demerger. This has included amending template data protection provisions, reviewing employee communications and updating privacy policies, as well as assisting with the procurement of GDPR-related services.

Representing a Council in successfully defending an appeal to the ICO for a Freedom of Information request for confidential planning documents.

## Employment

We advise a wide range of public sector clients on all aspects of employment law, including but not limited to:

- the defence of Employment Tribunal claims of all types;
- TUPE/COSOP issues arising on a range of outsourcing projects;
- re-organisations, re-structures and redundancy programmes;
- pay structures;
- changes to terms and conditions of employment;
- disputes and negotiations with Unions; and
- disciplinary and grievance procedures.

## Information Technology

We advise on all aspects of information technology law including but not limited to:

- information technology and telecoms procurement and contracting;
- design, development, maintenance and support contracts;
- restructuring of contracts and/or services;
- exit and migration/transition; and
- hardware purchasing, software licensing, managed services, E-commerce, cloud based services, convergent technologies and the internet

### Key People

#### Charles Pallot

- TUPE specialist Partner with over 25 years' experience advising on employment law issues.

#### Su Apps

- Partner specialising in dispute resolution in the Employment Tribunal and in relation to Union, with expertise in pay and contractual terms issues in the public sector.

#### Kirsty Cooke

- Partner specialising in dispute resolution and the management of complex internal procedures within the Health and Public Sectors, and in all business immigration issues.

### Spotlight Experience

We helped a Unitary Authority to manage the exit of a senior manager in the most cost-effective way, with minimal damage to its reputation.

We have advised several London Boroughs on the successful commercial resolution of complex and sensitive Employment Tribunal claims, in which we saved costs and management time, protected the reputation of the Authorities and avoided setting precedents for future claims.

We worked with a London Borough in an Equal Pay issue in a way which avoided claims being made and saved significant amounts of money.

We have prepared pragmatic and reasonable precedent TUPE drafting to a Local Authority for use in all outsourcing projects.

### Key People

#### Suzie Miles

- Partner specialising in IT software licensing, IT outsourcing, and information security.

#### Hannah Pettit

- Hannah is an Associate in the Commercial Team and Technology Sector. Hannah advises on commercial contracts and data protection matters, with a particular focus on the Technology Sector.

### Spotlight Experience

Recent experience includes:

Supporting a **major public sector utility** in the separation of software licences, and associated application and systems support, as part of its demerger.

Advising **Sensus UK Systems Limited** on its successful joint venture bid with Arqiva for the then Department of Energy and Climate Change's nationwide Smart Meter Project

Advising the **South West Grid for Learning Trust** on its procurement of education cloud services for schools.

## Infrastructure

We advise on all aspects of infrastructure law including but not limited to:

- the structure and financing of infrastructure projects and deals including PFI, PPP and non-profit distributing models;
- asset disposals;
- refinancing and reorganisation
- advice on regulation.

## Intellectual Property

We advise on all aspects of intellectual property law including but not limited to:

- contentious and non-contentious support and advice relating to patents, copyright, trademarks, trade secrets and rights in confidential information, database rights, design rights, and other forms of intellectual property
- assignment and licensing of rights and commercialisation and exploitation of intellectual property.

### Key People

#### Clare Brewer

- Partner advising on the financing of large infrastructure projects.

### Spotlight Experience

We advised a County Council on its Waste PPP project, which is the largest legacy waste PFI project.

We supported the Council in negotiating changes to the Project Agreement to plug the funding gap when DEFRA withdrew the PFI credits. Our advice and support helped ensure that the Project was delivered on acceptable terms and re-tendering was not required.

### Key People

#### Clare Jackman

- Partner in the Commercial Team. Clare advises on all aspects of UK, European and International brand protection and portfolio management involving strategy, clearance searching, filing, prosecution, IPO proceedings, watching and enforcement and design registration, advises in relation to copyright and aspects of commercial transactions.

#### Daniel Cahill

- Senior Associate (CITMA) in the Intellectual Property Team. Daniel assists with all aspects of worldwide trade mark portfolio management for clients of the firm.

### Spotlight Experience

We have assisted **Brick by Brick** (a property development company wholly owned by the London Borough of Croydon) with the registration of their trading name "COMMON GROUND ARCHITECTURE" as a UK trade mark. We conducted a pre-filing trade mark clearance search and assessed whether there were any third parties with earlier rights who could object to their registration and/or use of the mark. We then filed and managed a UK trade mark application through to registration.

## Litigation and Dispute Resolution

We advise on all aspects of litigation and dispute resolution including but not limited to:

- civil litigation against and on behalf of Buyers; and
- alternative dispute resolution, arbitration, mediation, contractual resolution procedures, advocacy and early advice on disputes.

## Partnerships

We advise on all aspects of partnership law including but not limited to:

- contentious and non-contentious partnership matters.

### Key People

#### Andrew Perkins

- Partner and head of our Commercial Litigation Team, within the Dispute Resolution department. Andrew advises and represents companies; shareholders (minority, majority and class); directors; private equity, VC and other funders; and trustees in shareholder litigation and disputes relating to commercial contracts particularly business and share sale, finance, joint ventures and franchising.

#### Stephen Homer

- Stephen is Head of Adjudication and Arbitration Services in the Construction law team. He is an expert disputes lawyer, with a particular specialism in professional negligence disputes and adjudications.

### Spotlight Experience

We advised **Devon County Council** in respect of an £11.5m claim against design consultants and the contractor arising from the new build construction of a school which turned out to have major defects and which had to be demolished and rebuilt. Our role involved advising the Council on strategy, pursuing the claim, including obtaining expert evidence, instructing Counsel, issuing High Court proceedings, electronic disclosure, preparing and exchanging witness statements, preparation for trial, and representing the Council at mediation. The case was successfully settled following mediation.

### Key People

#### Lucy Woods

- Partner advising public sector bodies on the suitability of different forms of service delivery models

#### Andrew Perkins

- Partner assisting with contentious partnership law issues for over 20 years.

### Spotlight Experience

Assisted a London Council in the mutualisation of its youth services, which is now part owned by staff and part owned by young people. The mutual organisation runs playgrounds, youth centres and commissioned activities and services.

## Pensions

We advise on a range of issues relating to the LGPS and NHS Pension Scheme, including:

- risk-sharing issues in procurement exercises, and related drafting;
- Admission Agreements and Pension Directions, and Bonds/Indemnities
- exit deficit and Exit Credit issues within the LGPS; and
- the preparation of Admission Body policies on the exercise of discretions.

## Public Procurement

We advise on all aspects of public procurement law including but not limited to:

- the application of domestic and EU public procurement law
- end-to-end support on procurement exercises, including drafting specifications, evaluation criteria, tender documentation and associated procurement and contractual documentation.

### Key People

#### Charles Pallot

- Partner advising on LGPS and NHS Pension scheme matters. He has been described as demonstrating “a pragmatic balance between the legal requirements and the commercial aspects and risk associated.” (Legal 500: 2023).

#### Emily Bowden

- Solicitor advising on LGPS risk-sharing issues in Local Government outsourcing projects, for both Local Authority and private sector clients.

### Spotlight Experience

Preparing all Admission Agreements and Bonds for two London Boroughs and associated Schools; and

Drafting and negotiating LGPS risk-sharing provisions for a Local Authority in various outsourcing exercises, with a view to ensuring a fair risk-sharing profile with the appointed service providers, to help retain a high number of bidders and secure overall best value of the Local Authority.

### Key People

#### Lucy Woods

- Partner specialising in providing specific advice on the procurement rules.

#### Ruth Yates

- Senior Associate advising on all aspects of the procurement process of public sector contracts.

#### Katie Gwyther

- Katie assists the Public Sector team on a range of procurement law matters for public bodies and local authorities.

### Spotlight Experience

We advised CORMAC Solutions Limited (a Teckal company wholly owned by Cornwall Council) in its Highways Joint Venture with Nottinghamshire County Council.

We designed and helped implement a service delivery model for the JV which complied with the procurement rules. This involved advising on the ‘Teckal’ and ‘Hamburg’ exemptions including analysis of the scope of the ‘reverse-Teckal’ derogations. We also advised on general procurement, local government vires and governance, property, commercial and tax matters.

## Property Real Estate and Construction

We advise on all aspects of real estate and real estate finance including but not limited to: crown, commercial and residential real estate including investment, site/property re/development, acquisition and disposal (including relevant tax advice), compulsory purchase, freehold, leasehold and licences, land/ranges landlord and tenant matters, social housing; and real estate litigation. All aspects of construction law including but not limited to:

- Construction contracts (standard forms such as JCT, NEC, IChemE and bespoke forms)
- Building and engineering contracts
- Repairs and maintenance contracts
- Housing and regeneration contracts
- Consultants' appointments
- Development Agreements
- Collateral warranties and letters of reliance
- Performance security: bonds and parent company guarantees
- Construction disputes including proceeding by way of the Pre-Action Protocol for Construction and Engineering Disputes, adjudication, arbitration, litigation and mediation.

### Key People

#### Paul Butterworth

- Partner specialising in complex development and regeneration projects. He has worked as a solicitor to a local authority.

#### Jessica Taylor

- Construction Partner specialising in the full range of construction, engineering and development contracts

#### Robin De Wreede

- Partner advises public and private sector clients in connection with a wide range of Real Estate matters, including regeneration and development projects, acquisition and disposal and landlord and tenant matters.

### Spotlight Experience

Advising a **JV** formed by a London Borough and an RP on a six year £130m regeneration scheme that developed 700 affordable homes, other mixed tenure houses, and private sale homes.

Successfully defended an **RP** in a multi million £ claim from a contractor based upon a disputed final account under a JCT contract.

## Energy, Natural Resources and Climate Change

We have a strong track record advising public sector clients on all matters relating to renewable energy, energy from waste, natural resources, energy infrastructure and innovation projects, including but not limited to:

- The structuring, financing, construction, development, regulation and operation of these projects;
- Permitting, regulatory and environmental issues;
- Solar, wind, hydro, battery, EfW, AD and biomass schemes;
- District heating;
- Smart meter technology;
- Energy efficiency measures Inc. EaaS projects;
- EV and alternative fuel infrastructure;
- Waste collection, management and disposal contract procurement;
- PFI/PPP, JVs and partnership projects; and
- Structural variations to finance documents, project agreements and sub-contracts.

### Key People

#### Brian Farrell

- Partner specialising in clean energy and resource, including energy from waste, anaerobic digestion and biomass projects.

#### Jonathan Croley

- Partner specialising in decarbonisation and energy efficiency projects including EV and alternative fuel infrastructure and Energy as a Service projects.

#### Carl Thompson

- Partner specialising in all manner of clean energy projects from investment phase to construction and ongoing asset management.

### Spotlight Experience

Acting for a local authority on its solar project, under which the Council will design, install, own and operate a solar facility located on land owned by it, to supply electricity by private wire to the local hospital under an Energy Savings Agreement. Advising on the terms of the Energy Savings Agreement, vires and structuring, EPC contract and procurement.

Acting for a local authority on its project at under which the electricity generated from solar panels on its land will be sold to a private company under an Energy Savings Agreement. Advising on the ESA, vires and project structuring, EPC contract and procurement.

## LOT1a – Full Service Provision - Optional

- [Retained EU Law and EU Law](#)
- [Planning](#)
- [Projects](#)
- [Restructuring and Insolvency](#)
- [Children and Vulnerable Adults](#)
- [Food, Rural and Environmental Affairs](#)
- [Franchise Law](#)
- [Health, Healthcare and Social Care](#)
- [Life Sciences](#)
- [Telecommunications](#)
- [Charities Law](#)
- [Health and Safety](#)
- [Licensing Law](#)
- [Transport Law \(excluding Rail\)](#)
- [Tax](#)
- [Outsourcing/Insourcing](#)
- [Media Law](#)
- [Immigration](#)
- [Public Inquests and Inquiries](#)
- [Mental Health Law](#)

## Retained EU Law and EU Law

We advise on all aspects of Retained EU Law and EU law including but not limited to:

- contentious and non-contentious advice and any ancillary matters.

## Planning

We advise on all aspects of planning law including but not limited to:

- planning strategy;
- development projects and schemes;
- applications for development, construction and change of use;
- compulsory purchase orders and s106 agreements; and
- planning/development inquiries and appeals.
- judicial reviews and statutory challenges relating to planning decisions.
- advice on the Community Infrastructure Levy.

### Key People

#### David Richardson

- Partner who has acted as legal clerk at planning committee for a London Borough.

#### Duncan Moors

- Legal Director who has also been Head of Legal at a District Council.

#### Gareth Pinwell,

- Partner in the Real Estate Team specialising in planning law. Gareth has acquired over 20 years' experience of advising on a wide range of local government issues

### Spotlight Experience

Advising the **London Borough of Brent** in relation to Wembley Park which has 5,000 homes, has 20,000 sqm retail space, 85,000 sqm business space, car parks, and ancillary space. Winning a judicial review of HMRC's decision on CIL and S106 calculations on the Royal College of Art's £100 million redevelopment . Advising an RP on acquisition and planning approval risks for a site that suffered from the migration of gases from a neighbouring landfill site.

### Key People

#### David Richardson

- Partner and Head of the Planning Team who advises on all elements of planning law, whether contentious or non contentious matters.

#### Duncan Moors

- Legal Director who has also been Head of Legal at a District Council.

#### Gareth Pinwell

- Partner in the Planning Team. Gareth has acquired over 20 years' experience of advising on a wide range of planning issues.

### Spotlight Experience

Advising the **London Borough of Brent** in relation to Wembley Park which has 5,000 homes, has 20,000 sqm retail space, 85,000 sqm business space, car parks, and ancillary space. Providing the full range of planning law services to the **London Borough of Wandsworth** including negotiation of s106 agreements, defending judicial reviews and appeal inquiries, preparing and issuing enforcement notices, and advising on the prospects of the successful use of CPO powers. Undertaking all s106 agreements and highways agreements for **Brick by Brick (Croydon) Limited**.



## Projects

We advise on Projects including but not limited to:

- The structuring, financing, construction, development, regulation and operation of these projects;
- Permitting, regulatory and environmental issues;
- Solar, wind, hydro, battery, EfW, AD and biomass schemes;
- District heating;
- Smart meter technology;
- Energy efficiency measures Inc. EaaS projects;
- EV and alternative fuel infrastructure;
- Waste collection, management and disposal contract procurement;
- PFI/PPP, JVs and partnership projects; and
- Structural variations to finance documents, project agreements and sub-contracts.

## Restructuring and Insolvency

We advise on Restructuring and insolvency including but not limited to:

- supplier, partner and supply-chain insolvencies and restructuring; and
- consequences (and mitigation) of insolvency of suppliers.

### Key People

#### Clare Brewer

- Partner who has been described by a client as “an extremely experienced commercial project finance lawyer”. (International Banking Client).

#### Brian Farrell

- Partner specialising in clean energy and resource, including energy from waste, anaerobic digestion and biomass projects.

#### Jonathan Croley

- Partner specialising in decarbonisation and energy efficiency projects including EV and alternative fuel infrastructure and Energy as a Service projects.

### Spotlight Experience

Advised North Yorkshire County Council on the North Yorkshire Waste PPP, which is the largest legacy waste PFI project. We supported North Yorkshire in negotiating with a private sector partner to design, build, finance and operate a waste treatment facility involving energy from waste, mechanical treatment, anaerobic digestion and incinerator bottom ash. Total third party funding required for the Project was approximately £350 million.

### Key People

#### David Pomeroy

- Restructuring Partner who is described as a “leader in his field” (Legal 500: 2018).

#### Crispin Jones

- Partner in the Restructuring and Insolvency Team and advises on regulatory facets and their exposure to financially distressed entities and professional practices.

### Spotlight Experience

Advising a **Registered Provider** following the insolvency of its contractor on a complex development scheme. This included advice on contract and performance issues and advising on novation risk, contracting and bond issues.

Advising a **local authority** as creditor and funder of a regeneration project when the developer entered administration prior to completion. Including advice on: obtaining possession of the property; status of payments made to the insolvent company, consideration of trust claims and options for recovery; liabilities owed to sub-contractors.

## Children and Vulnerable Adults

We advise on Law in relation to children and vulnerable adults, including but not limited to:

- adoption, social work, child-related and child protection issues;
- rights and obligations of public bodies, issues in relation to mental capacity, end of life care and funding, ageing population and costs of care issues; and
- commissioning of related services.

## Food, Rural and Environmental Affairs

We advise on all aspects including but not limited to:

- water, air and land use, including emissions and pollution;
- water services and quality;
- flooding;
- waste and recycling;
- fisheries and marine;
- food and farming;
- animal and plant health and animal welfare; and wildlife.

### Key People

#### Katie Webber

- Partner and leads the Court of Protection team. Katie is a specialist practitioner with extensive experience representing individuals who lack capacity (both on the instruction of the Official Solicitor and Independent Mental Capacity Advocates) as well as family members, care homes and healthcare organisations in complex health and welfare proceedings before the Court of Protection.

### Spotlight Experience

Acting for an incapacitated individual on the instruction of her independent mental capacity advocate in Court of Protection proceedings seeking to address various safeguarding concerns raised while the client was in the care of her family.

### Key People

#### Lara Moore

- Legal Director specialising in marine planning, licensing, and regulation.

#### Ian Manners

- Partner advises clients across the whole range of industry sectors on regulatory compliance and defence representation, with a specific focus on health & safety and environmental risks.

### Spotlight Experience

Advising on the marine planning and licensing issues for a £500m coastal regeneration project. Prosecutions on behalf of harbour authorities for environmental breaches. Successfully prosecuting an individual on behalf of a Consortium of Somerset Drainage Boards for tampering with sluice gates on the Somerset levels, and nearly flooding a village. Prosecutions on behalf of local authorities against businesses for dumping regulated waste.

## Franchise Law

We advise on all aspects of franchise law including but not limited to:

- the design and establishment of franchise arrangements; and
- advice on contentious and non-contentious aspects of franchise agreements.

## Health, Healthcare and Social Care

We advise on all aspects of health, healthcare and social care law including but not limited to:

- policy,
- legislation,
- commissioning and all transactional, litigious and regulatory issues relating to Central Government and the NHS and to the regulation of health, mental health and social care services or settings.

### Key People

#### Andrew Worley

- **Partner** with particular expertise in franchise work with and transactions for SIPP/SSAS schemes.

#### Tom Phipps,

- Consultant who specialises in drafting franchise agreements.

#### Liam Tolen

- Senior Associate in the Dispute Resolution Team and advises on business contractual disputes including in relation to franchising and restrictive covenants in commercial contracts.

### Spotlight Experience

Advising Subway on its property transactions with franchisees, including commercial lease transactions, and the sale and purchase of existing Subway stores. We have advised Subway for 18 years and handled over 1,000 leases and over 1,250 store transfers. Enforcement of restrictive covenants against rogue franchisees through injunction proceedings.

Advising a Franchisee in the Adult Social Care Sector on a dispute with a Franchisor on the termination of the Franchise Agreement. The matter was the subject of an interim injunction in the High Court and involved the local authority client of the franchisee attending Court in a representative capacity in the interests of the services users impacted by the interim injunction.

### Key People

#### Jocelyn Ormond

- Corporate Partner specialising in mergers & acquisitions, joint ventures, equity investments, alternative legal vehicles and governance in the healthcare, digital health and life sciences sectors.

#### Ian Manners

- **Partner who** advises clients across the whole range of industry sectors on regulatory compliance and defence representation, with a specific focus on health & safety and environmental risks.

### Spotlight Experience

Acting for the Trust in connection with the lease of a site including obsolete hospital buildings for conversion and redevelopment as a studio school offering 14 to 19 education specialising in a range of healthcare skills appropriate and relevant to the Trust.

Advising on the sale of Research Instruments, specialising in cutting-edge technology, consumables and hardware in the field of in-vitro fertilisation and in micromanipulation technology, to Cooper Surgical for US\$51m.

## Life Science

We advise on all aspects of Life Sciences including but not limited to:

- Protection of intellectual property;
- Licensing, acquisition and disposal of intellectual property;
- Joint ventures, including public private partnerships and other forms of collaboration with the independent sector;
- Use of companies limited by shares/guarantee, limited liability partnerships and other types of legal entity;
- Regulatory issues relating to medical devices;
- Data protection compliance;
- National Security and Investment Act 2021;
- Dispute resolution.

## Telecommunications

We advise on Telecommunications including but not limited to:

- contentious and non-contentious advice and support on commercial, regulatory, compliance, transactional and intellectual property matters concerning telecommunications.

### Key People

#### Jocelyn Ormond

- Corporate Partner specialising in mergers & acquisitions, joint ventures, equity investments, alternative legal vehicles and governance in the healthcare, digital health and life sciences sectors.

#### Ian Manners

- Partner who advises clients across regulatory compliance and defence representation, with a specific focus on health & safety and environmental risks.

#### Carl Steele

- Partner and Head of Intellectual Property. He specialises in advising clients on all aspects of intellectual property law, including copyright, designs, database, patent and trade mark law and confidential information.

### Spotlight Experience

We support health and social care providers, digital health and life sciences companies, their investors and lenders, and property developers in the healthcare sector on all of their legal and regulatory requirements throughout the lifecycle of these businesses.

Providing advice on the production and sale of medical devices and related regulatory requirements for complex and innovative products.

### Key People

#### Caroline Frampton

- Partner in our Real Estate team with a particular specialism in telecommunications

#### Lucy Woods

- Partner advising on BDUK projects.

#### Jonathan Croley

- Partner with 10 years' experience of advising on BDUK-sponsored telecommunications projects.

### Spotlight Experience

We advised **Herefordshire Council and Gloucestershire County Council** on the Borders Broadband Project which was one of four national pilot projects for the provision of regional superfast broadband under a BDUK sponsored PPP arrangement. Our work included:

- Drafting a collaborative partnership agreement between the authorities; Advising on procurement strategy, compliance;
- Drafting and negotiating a bespoke contract for the Project;
- Regulatory and State aid advice;

## Charities Law

We advise on all aspects of Charity law, including but not limited to:

- the establishment and governance of Charitable trusts.

## Health and Safety Law

We advise on all aspects of health and safety law including but not limited to: contentious and non-contentious health and safety matters, including:

- regulatory and criminal investigations,
- public inquests,
- health and safety at work,
- food safety,
- fire safety and associated issues.

### Key People

#### John Toth

- Partner advising on the establishment and restructuring of charities, mutuals and CICs.

#### Kerry Morgan-Gould

- Partner advising on disputed trusts and wills.

### Spotlight Experience

We acted for a **charity** which ran a care home for the elderly. The charity wanted to extend the use of the buildings as a hospice and to provide help for people in the local community. The charity's constitution did not provide for these changes and the normal process was time consuming and expensive. We therefore advised the charity on how to set up a Community Interest Company to deliver these objectives, whilst mitigating the tax impacts. The CIC model gave the charity its desired outcome with less risk, delay, and expense than through the traditional route.

### Key People

#### Ian Manners

- Partner and head of the Business Risk & Regulation team. Ian advises clients across the whole range of industry sectors on regulatory compliance and defence representation, with a specific focus on health & safety and environmental risks.

#### Zoe Hunt

- Specialises in health and safety law providing advice to clients across the board on matters relating to waste permitting, environmental risks, food safety and health and safety in the workplace.

### Spotlight Experience

Advising a large social housing charity in a prosecution by HSE following the death of a child using a disabled home lift.

Carrying out health and safety and environmental due diligence for a waste and recycling company in the acquisition of recycling operator and for an NHS trust taking over the services of another provider.

Securing the acquittal of a Company director charged following a fatal fall from height with gross negligence manslaughter following a crown court trial.

Providing ongoing support, food safety and health and safety advice for a leading supplier of fresh food brands.

## Licensing Law

We advise on all aspects of licensing law, including but not limited to:

- licensing for sales of alcohol or regulated entertainment;
- taxi licensing;
- licences and permits for gambling;
- licensing due diligence.

## Transport Law (excluding Rail)

We advise on all aspects of transport law (excluding rail) including but not limited to:

- road based projects and infrastructure;
- logistics (contentious and non-contentious);
- haulage;
- road regulatory matters.

### Key People

#### Gareth Pinwell

- Partner who advises clients on a full range of planning matters including advice and assistance with pre-application appraisal for major projects, drafting and settling Section 106 Agreements for a variety of residential, retails and renewable projects, advising on agricultural planning issues assisting clients to diversify their businesses and advising clients on enforcement issues as they arise.

#### Duncan Moore

- Legal Director in the Real Estate Team specialising in planning and local government.

### Spotlight Experience

The licence removed from a nightclub that had irresponsible 'special offers' on drinks and a history of drug dealing. A restaurant in a residential area had its opening hours restricted due to crime and anti-social behaviour linked to the premises. Closure of a restaurant selling unsafe and mislabelled meat products. Removal of a taxi driver's licence following allegations.

### Key People

#### Clare Brewer

- Partner advising on the structuring and financing of transport infrastructure projects.

#### Mark Manning

- Partner advising on transport infrastructure design and build contracts.

### Spotlight Experience

Advising the Department for Transport on its development agreement with HS2 Limited as the delivery body for HS2.

Advising the West Midlands Transport Executive on procurements.

Successfully defending a transport and logistics company in a Traffic Commissioner public inquiry following alleged breaches of driver safety regulations, the working time directive, and maintenance requirements

# Tax

We advise on all aspects of tax law, including but not limited to:

- the application of direct and indirect taxation.

# Outsourcing / Insourcing

We advise on all aspects of outsourcing arrangements, including but not limited to:

- first and subsequent generation outsourcing and insourcing (including information technology outsourcing and business process outsourcing).

## Key People

### Angus Bauer

- Partner in the Corporate Team specialising in Corporate Tax and property related taxes. Angus advises public sector, private sector, listed companies, private companies and selling shareholders. Angus also specialises in complex group re-organisations, EIS, SEIS and cross-border tax issues..

### Teifi Warner

- Solicitor in the Corporate Tax team. Teifi supports the team in a variety of corporate and commercial tax matters, including Group Reorganisations, Mergers & Acquisitions and Real Estate transitions

## Spotlight Experience

Acting for a local authority setting up a DevCo and advising on SDLT liability and structuring to claim group relief .

Advising a local authority on the VAT implications of restructuring its £60 million facilities management contract

Advising public sector bodies on the IR35 status tests, a risk assessment methodology for potential tax liabilities, and when/how to conduct individual case assessments.

## Key People

### Lucy Woods

- Partner who has been described as “the consummate professional” and “extremely assertive in her representations.

### Ruth Yates

- Solicitor delivering pragmatic legal advice and support on major public sector outsourcing projects.

### Katie Gwyther

- Assists the Public Sector team on a range of outsourcing projects

## Spotlight Experience

Ashfords advised a **London Borough Council** on its procurement of hard and soft facilities management services via the Crown Commercial Services' Facilities Management Marketplace framework, which included:

- advising on the mechanics of the call-off process;
- amending the template contract documentation to meet the London Borough Council's bespoke requirements particularly in respect of its performance and payment mechanism
- advising on the procurement documentation including the evaluation methodology.

## Media Law

We advise on all aspects of Media Law, including but not limited to:

- Broadcasting licences and other agreements;
- Defamation, libel and slander; and
- ASA compliance and related issues.

## Immigration

We advise on all aspects of immigration law.

### Key People

#### Suzie Miles

- Partner specialising in IT software licensing, IT outsourcing, and information security.

#### Andrew Perkins

- Partner and head of our Commercial Litigation team advising and companies; shareholders (minority, majority and class); directors; private equity, VC and other funders; and trustees in shareholder litigation and disputes relating to commercial contracts particularly business and share sale, finance, joint ventures and franchising

#### Tom Phipps

- Tom is a Consultant in the Commercial Team focusing on Intellectual property and the identification, protection, enforcement and exploitation of trade marks, patents, designs and copyright.

### Spotlight Experience

Advising The Roald Dahl Story Company in connection with the exploitation and licensing to/merchandising by third parties of various copyright and other IP rights created by or relating to Roald Dahl. Includes drafting and negotiating various contracts. Also assisting the Estate in preventing unlawful exploitation of those rights by taking enforcement action against infringers.

Advising on TV production contracts, including for a household name business in connection with a BBC TV documentary series.

### Key People

#### Kirsty Cooke

- Partner in the Employment Team and head of the Firm's Immigration practice. Her area of practice covers all aspects of employment law and HR, and advising on immigration related employment issues. Kirsty qualified in 2008

### Spotlight Experience

NHS Foundation Trust: Advising an NHS Foundation Trust with over 8,000 employees on all employment related immigration issues, including terminating the employment of workers who had lost their permission to work in the UK and liaising with UK Visas and Immigration on their behalf.

Advising a care home on recruiting workers from outside the EEA to fill a skills gap.



# Public Inquests and Inquiries

Public inquiries and inquests including but not limited to:

- Providing legal advice, support and representations for high profile inquests. The team's experience includes dealing with jury inquests and cases where complex and sensitive issues have arisen, including whether there should be referrals back to CPS for reconsideration of manslaughter.
- Providing legal advice and support, for public inquiries (statutory and non-statutory) including: carrying out the role of solicitor under the Inquiries Act 2005 and the Inquiry Rules 2006 and providing legal advice and support to Inquiry Chairs, witnesses and core participants.

## Key People

### Ian Manners

- Partner who advises clients across the whole range of industry including public inquiries and inquests.

## Spotlight Experience

Making submission on behalf of a leading UK charity on the issuing of Prevention of Future Deaths Report, receiving a positive outcome for the charity.

# Mental Health Law

We advise on all aspects of Mental Health Law, including but not limited to:

- employment Law;
- insurance Law;
- housing Law;
- education Law;
- Laws that provide a right to treatment;
- involuntary commitment and guardianship Law;
- Laws governing the treatment of professionals, including licensing Law, confidentiality, informed consent and medical malpractice;
- Law governing admission of expert testimony or other psychiatric evidence in court; and
- criminal Law.

## Key People

### Katie Webber

- Partner and lead of the Court of Protection team. Katie is a specialist practitioner with extensive experience representing individuals who lack capacity as well as family members, care homes and healthcare organisations in complex health and welfare proceedings before the Court of Protection.

## Spotlight Experience

Advising a provider of community support services to Children & Young people on its obligations under the Mental Capacity Act 2005 and a care home on its contractual terms relevant to the Mental Capacity Act 2005.

## LOT 2a – Elective Legal Specialisms

- [Property and Construction](#)
- [Social Housing](#)
- [Court of Protection](#)
- [Education Law](#)
- [Debt Recovery](#)
- [Planning and Environment](#)
- [Licensing](#)
- [Pensions](#)
- [Litigation/Dispute Resolution](#)
- [Intellectual Property](#)
- [Employment](#)
- [Healthcare](#)
- [Primary Care](#)

## Property and Construction

We advise on all aspects of real estate and real estate finance including but not limited to:

- crown, commercial and residential real estate including investment;
- site/property redevelopment;
- acquisition and disposal (including relevant tax advice);
- compulsory purchase;
- freehold, leasehold and licences;
- landlord and tenant matters;
- real estate litigation.

All aspects of construction law including but not limited to:

- Construction contracts (standard forms such as JCT, NEC, IChemE and bespoke forms)
- Building and engineering contracts, Repairs and maintenance contracts, Housing and regeneration contracts
- Consultants' appointments
- Development Agreements
- Collateral warranties and letters of reliance
- Performance security: bonds and parent company guarantees
- Construction disputes including proceeding by way of the Pre-Action Protocol for Construction and Engineering Disputes, adjudication, arbitration, litigation and mediation

### Key People

#### Jessica Taylor

- Partner with over 25 years' experience in advising on construction and engineering law.

#### Robin De Wreede

- Real Estate Partner specialising in work for the Public Sector.

#### Paul Butterworth

- Partner who advises social housing clients on major regeneration and development projects, as well as on private and public finance in the sector.

### Spotlight Experience

Advising on the Forder Valley development site, a £160 million housing scheme which will deliver a total development area of 71.37 hectares, of which 38.67 hectares will be given to the North Plymouth Community Park, plus land for an education centre, a city farm and a major new link road.

Advising a major London Borough the council on its major regeneration project to deliver over 45% affordable housing as part of a wider regeneration programme for the borough including advising on major new build bespoke development agreements including complex phasing, termination and insolvency provisions. Further advising in connection with best value and financial modelling, construction and operational contracts, performance bonds and guarantees

## Social Housing

All aspects of social housing law, including but not limited to:

- funding and finance;
- housing management;
- disputes;
- planning and development

### Key People

#### Paul Butterworth

- Partner in our Real Estate team. Paul advises housing clients on major regeneration and development projects, as well as on private and public finance in the sector. He advises on regulatory frameworks for Registered Providers and also local authorities on their powers related to such projects

#### Jessica Taylor

- Partner with over 25 years' experience in advising on construction and engineering law.

### Spotlight Experience

Advising on development and planning for the Duchy of Cornwall's 4,000 unit 540 acre site at Nansledan.

Advising a JV formed by a London Borough and an RP on a six year £130m regeneration scheme that developed 700 affordable homes, other mixed tenure houses and flats, and private sale homes.

Advising Wandsworth Borough Council on a £250 million mixed use development of a large retail site.

# Court of Protection

All aspects of advice under the Mental Capacity Act 2005 and representation in the Court of Protection, including but not limited to:

- issues relating to capacity and best interests;
- the safeguarding responsibilities and Care Act 2014 duties of local authorities towards vulnerable adults;
- authorisation and challenges to deprivation of liberty under the Mental Capacity Act 2005;
- appointment and removal of deputies;
- disputes regarding registration and removal of powers of attorney;
- medical treatment decisions;
- interplay between Mental Capacity Act and Mental Health Act

# Education Law

All aspects of education law, including but not limited to:

- school workforce;
- early years; higher and further education;
- pupil/student related litigation; admissions and exclusions;
- special educational needs; and equalities issues;
- governance and re-organisation issues;
- inspection and regulation;
- finance and funding issues; and student finance;
- education-focused charity;
- contract and property law issues relevant to the educational sector

## Key People

### Katie Webber

- Partner and lead of the Court of Protection team. Katie is a specialist practitioner with extensive experience representing individuals who lack capacity as well as family members, care homes and healthcare organisations in complex health and welfare proceedings before the Court of Protection.

### Jess Flanagan

- Consultant in the Court of Protection team. Jess is an experienced solicitor with an extensive background of representing individuals who lack capacity.

## Spotlight Experience

Ashfords assisted a vulnerable young man, via his independent advocate, in a complex discharge from hospital. This case in the High Court considered the interface between the Mental Capacity Act and the Mental Health Act. (case of Max Collins-Smith – 395964.2)

Ashfords acted for an incapacitated individual via her litigation friend the Official Solicitor in a transfer from one placemen to another. Ashfords were able to ensure a successful transition, without the need for restraint or sedation (case of Madeline Callaghan – 398984.1)

Ashfords acted in proceedings under the inherent jurisdiction of the High Court for a vulnerable individual who was deemed to be under the control and coercion of her husband (case of Estelle Lita – 370222.1)

## Key People

### Su Apps

- Partner advising on both contentious and non-contentious employment matters across the public and private sectors.

### Lucy Woods

- Partner in the Public Sector Team She advises government departments, local authorities, public bodies and private contractors.

## Spotlight Experience

Advising on a wide range of HR and employment law issues, including the management of staff relations, and sensitive disciplinary issues.

Securing residency with the mother and a specific issue order allowing the child to move schools, after she initially faced a lengthy court battle without legal representation.

# Debt Recovery

All areas of law relating to debt recovery, including but not limited to:

- commercial lending & debt recovery;
- regulatory standards relating to debt collection;
- litigation and disputes relating to debt and its recovery

# Planning and Environment

We advise on all aspects of planning law including but not limited to:

- planning strategy
- development projects and schemes
- applications for development
- construction and change of use
- compulsory purchase orders
- s106 agreements
- planning / development inquiries and appeals

All aspects of environmental law including but not limited to:

- litigation, advisory and transactional support on environmental matters including due diligence, planning, inquiries and regulatory compliance.

## Key People

### Andrew Perkins

- Partner and head of our Commercial Litigation Team, within the Dispute Resolution department. Andrew advises and represents companies; shareholders (minority, majority and class); directors; private equity, VC and other funders; and trustees in shareholder litigation and disputes relating to commercial contracts particularly business and share sale, finance, joint ventures and franchising.

## Spotlight Experience

Our Debt Recovery Service for small businesses in relation to Debts up to £100,000. Where we refer to "Debt Recovery", we mean the recovery of invoice debts owed to our clients where those debts arise from contractual relationships for the supply of goods and/or services, or where our clients have a statutory entitlement to the sums owed, where the sum owed is up to £100,000.

## Key People

### Gareth Pinwell

- Partner who advises on a full range of planning matters including assistance with pre-application appraisal for major projects.

### Duncan Moore

- Legal Director specialising in planning and local government.

### Ian Manners

- Partner who advises on regulatory compliance specialising in environment.

### David Richardson

- Partner who advises on matters include planning obligations and the community infrastructure levy,

## Spotlight Experience

Drafting section 106 agreements for the redevelopment of the Homebase site in Wandsworth for a mixed-use scheme including 385 apartments; retail, community, office/studio and play spaces; with associated cycle and car parking; and public realm improvements. It was the first application to be called-in by the Mayor of London following the adoption of the Affordable Housing and Viability SPG in August 2017.

## Licensing Law

We advise on all aspects of licensing law, including but not limited to:

- licensing for sales of alcohol or regulated entertainment;
- taxi licensing;
- licences and permits for gambling;
- licensing due diligence

## Pensions

We advise on all aspects of pensions law, including but not limited to:

- private and public sector pension schemes;
- pensions litigation;
- regulatory compliance;
- trusteeship; and
- other employee benefits

### Key People

#### Gareth Pinwell

- Partner with significant local government experience including the application of licensing law

#### Duncan Moore

- Legal Director and former in-house lawyer at a council who specialises in local government.

### Spotlight Experience

The licence removed from a nightclub that had irresponsible 'special offers' on drinks and a history of drug dealing. A restaurant in a residential area had its opening hours restricted due to crime and anti-social behaviour linked to the premises. Closure of a restaurant selling unsafe and mislabelled meat products. Removal of a taxi driver's licence following allegations.

### Key People

#### Charles Pallot

- Partner advising on LGPS and NHS Pension scheme matters

### Spotlight Experience

Advised a local authority on the pension rights of outsourced staff in the event of a major supplier going bankrupt. The supplier had a 'broadly comparable scheme' that was dependent upon the scheme having sufficient assets to pay pensions, and it had no LGPS guarantee. We also advised on the support that the Government's Pension Protection Fund can provide in these circumstances.

# Litigation and Dispute Resolution

We advise on all aspects of litigation and dispute resolution including but not limited to:

- civil litigation against and on behalf of Buyers; and
- alternative dispute resolution, arbitration, mediation, contractual resolution procedures, advocacy and early advice on disputes.
- personal injury litigation, including public liability and employer's liability

# Intellectual Property

We advise on all aspects of intellectual property law including but not limited to:

- contentious and non-contentious support and advice relating to patents, copyright, trademarks, trade secrets and rights in confidential information, database rights, design rights, and other forms of intellectual property; and
- assignment and licensing of rights and commercialisation and exploitation of intellectual property

## Key People

### Andrew Perkins

- Partner and head of our Commercial Litigation Team, within the Dispute Resolution department advising represents companies; shareholders (minority, majority and class); directors; private equity, VC and other funders; and trustees in shareholder litigation and disputes relating to commercial contracts particularly business and share sale, finance, joint ventures and franchising.

### Stephen Homer

- Stephen is Head of Adjudication and Arbitration Services in the Construction law team. He is an expert disputes lawyer, with a particular specialism in professional negligence disputes and adjudications.

## Spotlight Experience

We advised Devon County Council in respect of an £11.5m claim against design consultants and the contractor arising from the new build construction of a school which turned out to have major defects and which had to be demolished and rebuilt. Our role involved advising the Council on strategy, pursuing the claim, including obtaining expert evidence, instructing Counsel, issuing High Court proceedings, electronic disclosure, preparing and exchanging witness statements, preparation for trial, and representing the Council at mediation. The case was successfully settled following mediation.

## Key People

### Clare Jackman

- Partner in the Commercial Team. Clare advises on all aspects of UK, European and International brand protection and portfolio management.

### Daniel Cahill

- Senior Associate (CITMA) in the Intellectual Property Team. Daniel assists with all aspects of worldwide trade mark portfolio management for clients of the firm

## Spotlight Experience

We have assisted Brick by Brick (a property development company wholly owned by the London Borough of Croydon) with the registration of their trading name "COMMON GROUND ARCHITECTURE" as a UK trade mark. We conducted a pre-filing trade mark clearance search and assessed whether there were any third parties with earlier rights who could object to their registration and/or use of the mark. We then filed and managed a UK trade mark application through to registration.

# Employment

We advise on all aspects of employment law including but not limited to :

- non-contentious employment matters relating to TUPE, COSOP, redundancies, restructuring, outsourcing, changes in terms and conditions, and reorganisations; and contentious employment law including discrimination / equal opportunities involving litigation and / or dispute resolution

# Healthcare

We advise on all aspects of healthcare law including but not limited to:

- advising on the structure and implementation of new models;
- advising on governance, commissioning, inquiries, inquests, and regulatory proceedings, and on all conceivable commercial, employment and contentious matters within the healthcare sector;
- providing advice on all aspects of legislation relevant to either healthcare or mental health; and advising on and providing representation at tribunals.

## Key People

### Charles Pallot

- Partner with over 25 years' experience advising on employment law issues.

### Kirsty Cooke

- Partner in the Employment Team practice covers all aspects of employment law and HR, and advising on immigration related employment issues

### Su Apps

- Su is a Partner in the Employment Team, advising on both contentious and non-contentious matters for employees across the public and private sectors.

## Spotlight Experience

We were required to provide to a Large public sector organisation, advising on strategic decisions, communications with staff, and technical TUPE and pension issues as well as Union backed collective grievances on single status and back pay claims , Strategic, operational and HR initiatives to deliver 'best in class' services, and improve underperforming 'special measures' projects.

## Key People

### Jocelyn Ormond

- Corporate Partner specialising in mergers & acquisitions, joint ventures, equity investments, alternative legal vehicles and governance in the healthcare, digital health and life sciences sectors.

### Ian Manners

- Partner who advises clients across the whole range of industry sectors on regulatory compliance and defence representation, with a specific focus on health & safety and environmental risks.

## Spotlight Experience

Acting for a regional care home group on acquisitions of new homes and advising on legal matters across their care home portfolio.

Acting for the Trust in connection with the lease of a site including obsolete hospital buildings for conversion and redevelopment as a studio school offering 14 to 19 education specialising in a range of healthcare skills appropriate and relevant to the Trust.



## Primary Care

We advise on all aspects of the law relating to primary care including but not limited to:

- advising on the commissioning and purchase of care (including prison health services), and the relationships between public sector authorities and primary care providers;
- advising on the structure of care arrangements (including for terminal and palliative care), along with the management of related disputes and compliance with relevant legislation;
- advice relating to care homes and the Care Standards Act 2000; and advising on the prevention and providing legal representation in relation to the detection and response to primary care fraud.

### Key People

#### Jocelyn Ormond

- Corporate Partner specialising in mergers & acquisitions, joint ventures, equity investments, alternative legal vehicles and governance in the healthcare, digital health and life sciences sectors.

#### Ian Manners

- Partner who advises clients across the whole range of industry sectors on regulatory compliance.

#### Ben Tarrant

- Partner with particular expertise in the health and care and charity sectors and acts for a number of property-owning charities, GPs, care homes and supported living businesses.

### Spotlight Experience

Various GP surgeries: Acting for a number of southwest based GP surgeries in connection with the construction of new surgeries or extensions and ongoing lettings to complementary medical services and pharmacies.

Home care provider: Acting for the UK's leading home care provider in relation to the expansion of UK office network to over 80 units and ongoing property management



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