

# RM6374 LEGAL PANEL FOR PUBLIC SECTOR

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Supplier Prospectus

ASHFORDS LLP

## Awarded LOTS

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

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ashfords

Government  
Commercial  
Agency  
*Supplier*

# Contents

## Table of contents

|                              |       |
|------------------------------|-------|
| <u>Supplier Introduction</u> | 3     |
| <u>Team Structure</u>        | 4     |
| <u>Social Value</u>          | 5–6   |
| <u>Experience Profiles</u>   | 7–12  |
| <u>LOT 1a</u>                | 7     |
| <u>LOT 1b</u>                | 8     |
| <u>LOT 1c</u>                | 9     |
| <u>LOT 2</u>                 | 10    |
| <u>LOT 3</u>                 | 11    |
| <u>LOT 4</u>                 | 12    |
| <u>Legal Specialisms</u>     | 13–37 |

## Disclosure statement

Ashfords LLP confirms that the information in this prospectus is not commercially sensitive and is suitable for publication through the RM6374 digital tool. Where information, case studies or key contact biographies are not matters of public record, appropriate permission has been obtained for their inclusion.

# Supplier Introduction

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## About Ashfords LLP

Ashfords supports public sector organisations across a wide range of legal, regulatory and governance matters. We work with government bodies, local authorities, NHS organisations, housing providers, higher education institutions and other public sector service providers, helping them deliver services, projects and benefits to the communities they serve efficiently and effectively.

Many of the organisations we support are balancing financial pressures, ever more complex regulation, media scrutiny and public accountability while continuing to deliver essential services. We understand the operational, legal and political considerations that shape decision-making and help organisations navigate these challenges through practical, proportionate advice that manages risk, supports informed decision-making and contributes to successful outcomes.

## Our approach

Our approach is straightforward and focused on understanding what matters most to each client. We take time to understand objectives, priorities and challenges, building trusted relationships through clear communication, delivering what we promise and ensuring there are no surprises along the way.

We manage matters proactively, with clear reporting, transparent cost management and prompt escalation of risks, issues or changes in scope. Technology, automation and efficient working practices support our delivery model, providing visibility over progress, resources and budgets, helping us to manage matters effectively and deliver value for money.

We support clients beyond individual instructions through knowledge sharing, training and horizon scanning. Regular reviews and client feedback help us refine our processes, identify opportunities to improve delivery and respond to changing legal, regulatory and operational requirements.

## What buyers can expect

- A responsive and accessible team that communicates clearly and keeps matters moving.
- Practical, proportionate advice tailored to organisational objectives and operating environments.
- Access to the right expertise from across the firm, coordinated around the client's requirements.
- Clear reporting, transparent cost management and appropriate governance.
- Technology-enabled and efficient ways of working that support effective delivery and value for money.
- Knowledge sharing, training and legal updates tailored to organisational needs.
- A commitment to continuous improvement, informed by regular feedback and review.

## Digital Tool Tagline:

*"Multi-disciplinary legal experts helping public bodies and organisations deliver projects, manage risk, resolve disputes and achieve successful outcomes."*

# Team Structure

## Supplier Relationship Manager



### Robin de Wreede

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## Bid & tender opportunities | Social Value



### Charlotte Johnson

Senior Bids & Proposals  
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## Delivery structure and capacity

Ashfords LLP delivers services through multidisciplinary legal teams. Additional specialist resource can be drawn upon, where needed, to respond to the scale, complexity and timetable of an instruction.

| Practice area                             | Capacity c. | Lead contact/s                                              | Email address                                                                                                                                |
|-------------------------------------------|-------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Commercial                                | 35          | <a href="#">Brian Farrell</a>                               | <a href="mailto:b.farrell@ashfords.co.uk">b.farrell@ashfords.co.uk</a>                                                                       |
| Construction                              | 18          | <a href="#">Carl Thompson</a>                               | <a href="mailto:ca.thompson@ashfords.co.uk">ca.thompson@ashfords.co.uk</a>                                                                   |
| Corporate                                 | 40          | <a href="#">Rory Suggett</a>                                | <a href="mailto:r.suggett@ashfords.co.uk">r.suggett@ashfords.co.uk</a>                                                                       |
| Dispute Resolution                        | 38          | <a href="#">Andrew Perkins</a>                              | <a href="mailto:a.perkins@ashfords.co.uk">a.perkins@ashfords.co.uk</a>                                                                       |
| Employment                                | 41          | <a href="#">Stephen Moore</a>                               | <a href="mailto:s.moore@ashfords.co.uk">s.moore@ashfords.co.uk</a>                                                                           |
| Healthcare                                | 17          | <a href="#">Jocelyn Ormond</a>                              | <a href="mailto:j.ormond@ashfords.co.uk">j.ormond@ashfords.co.uk</a>                                                                         |
| Marine                                    | 6           | <a href="#">Lara Moore</a>                                  | <a href="mailto:l.moore@ashfords.co.uk">l.moore@ashfords.co.uk</a>                                                                           |
| Planning and Infrastructure<br>Consenting | 13          | <a href="#">David Richardson</a>                            | <a href="mailto:d.richardson@ashfords.co.uk">d.richardson@ashfords.co.uk</a>                                                                 |
| Procurement and Regulatory                | 20          | <a href="#">James Falle</a>                                 | <a href="mailto:j.falle@ashfords.co.uk">j.falle@ashfords.co.uk</a>                                                                           |
| Property Disputes                         | 49          | <a href="#">James Hemsley</a>                               | <a href="mailto:j.hemsley@ashfords.co.uk">j.hemsley@ashfords.co.uk</a>                                                                       |
| Real Estate                               | 81          | <a href="#">Robin de Wreede</a><br><a href="#">Tim Heal</a> | <a href="mailto:r.dewreede@ashfords.co.uk">r.dewreede@ashfords.co.uk</a><br><a href="mailto:t.heal@ashfords.co.uk">t.heal@ashfords.co.uk</a> |

## Key subcontractors

As a full-service law firm, Ashfords LLP does not anticipate using key subcontractors to deliver RM6374 services.

# Social Value

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## Our approach to social value

Ashfords' approach is to agree practical and proportionate social value activity with each buyer at mobilisation, taking account of the nature of the legal services being provided, the buyer's priorities and the relevant outcomes under Procurement Policy Note 002 (the Social Value Model) and, with effect from January 2027, Procurement Policy Note 026.

## Alignment to the eight policy themes and outcomes

Ashfords can contribute across all eight policy themes and outcomes of the Social Value Model: creating jobs, skills and training opportunities; tackling economic inequality; supporting smaller businesses, charities and voluntary organisations in the supply chain; promoting equal opportunity and reducing workforce inequality; supporting the health and wellbeing of staff and communities; building stronger, more integrated communities; reducing carbon emissions and improving environmental stewardship; and operating ethically and responsibly. From January 2027 the model narrows to a mandatory focus on jobs and skills. Ashfords will work with each buyer to identify activity tailored to their own priorities and existing initiatives, rather than applying a fixed plan. Where a buyer is out of scope of that change, we continue to offer outcomes across all eight themes.

## Potential delivery activities

Ashfords has a long-standing commitment to social mobility, education and employability (detailed below). We welcome the opportunity to work with buyers on:

- Careers events and school outreach
- Mock interview and employability workshops
- Skills development sessions
- Mentoring programmes
- Apprentice and graduate engagement initiatives

Activities beyond jobs and skills could include:

- Free legal and procurement awareness sessions for community organisations and voluntary groups.
- Tree planting, litter picking, woodland maintenance, and promoting community initiatives.
- Workshops for buyer staff on electric vehicle charging infrastructure, delivery of low carbon infrastructure such as retro-fitting housing stock, and biodiversity net gain.

**Community impact:** All Ashfords colleagues receive two paid volunteering days each year. We would be delighted to explore joint volunteering, fundraising and community initiatives aligned with causes important to each buyer.

# Social Value

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## Examples of existing firmwide activity

We deliver social impact through long term partnerships, volunteering and fundraising. Ashfords has a long-standing commitment to social mobility, education and employability through programmes including:

- Bristol Future Talent Partnership
- Pathways to Law (University of Exeter and The Sutton Trust)
- Social Mobility Business Partnership

These initiatives help young people from underrepresented and lower-income backgrounds access workplace experience, mentoring and career opportunities.

**Charity partnerships:** Recent Ashfords charity partnerships have included the Woodland Trust, St Mungo's, Trussell and the Ocean Conservation Trust, with activities ranging from tree planting and seagrass restoration to food bank support and community refurbishment projects.

## Carbon Reduction Plan and environmental stewardship

Ashfords recognises the need to transition to a low-carbon economy, and we are committed to minimising our individual and collective environmental impact to deliver measurable year-on-year improvements. Ashfords will align environmental commitments with its approved Carbon Reduction Plan and any additional environmental activity agreed for the call-off contract. This may include using virtual meetings where appropriate, using low-carbon travel, reducing unnecessary printing, applying responsible document management practices, and reporting against any buyer-agreed environmental measures.

Ashfords' approved Carbon Reduction Plan is available at (address given in full so it can be typed directly): <https://www.ashfords.co.uk/media/joakoqyx/carbon-reduction-plan-2026.pdf>

## Mobilisation, measurement and reporting

Where social value activity is required or requested, Ashfords will agree a short Social Value Delivery Plan with the buyer at mobilisation. This will confirm the relevant outcome(s) (aligned with the requirements of PPN 026 if required by the buyer), activities, target cohorts or beneficiary groups, delivery owner, timetable, evidence, reporting frequency and any buyer support needed. Progress should be reviewed through contract management meetings and adjusted where proportionate and agreed.

# Lot 1a – Experience Profile

## Full Legal Service Provision for all Public Sector

### Lot overview and Ashfords experience

This lot is intended for public sector buyers seeking full-service legal support across a broad range of specialisms. Ashfords supports this through multidisciplinary teams, bringing together relevant expertise across commercial, procurement, projects, real estate, employment, disputes, regulatory and governance matters. We scope each instruction around the buyer's objectives, timetable, budget and risk profile, then coordinate clear, practical and proportionate advice focused on delivery.

### Selected experience

- **Emergency replacement of insolvent supplier:** We worked with two consortia of local authorities to devise and implement a strategy to manage the risks arising from an impending community healthcare equipment provider insolvency. This included advising on the likely insolvency process, negotiations with liquidators, protecting council assets, replacing the provider to ensure continuity of service, negotiating contract terms to ensure a staggered start to avoid hospitals being overwhelmed, procurement law, staff considerations, TUPE, data, IP, and a threatened procurement challenge.
- **Procurement of electric vehicle charging points:** We advised on a challenge to a local authorities procurement of an EV charging point concession contract through a dynamic purchasing system. We advised on the merits of the claim, responding to the complainant's correspondence and the governance procedures so that the procurement could be abandoned. We also advised on a new procurement under the Concession Contracts Regulations including grant funding obligations and the interaction with a streetlighting PFI and highways issues. This included dealing with threatened litigation and supplier attempts to re-negotiate terms. We now provide on-going contract management support.
- **Domestic gas maintenance contract for social housing:** We advised a local authority on the procurement and contractual arrangements for a domestic gas maintenance contract covering a large social housing portfolio. The work included procurement advice, drafting amendments to a standard form maintenance contract, and advising on transfer of staff, subcontracting controls, barred suppliers, access and safeguarding requirements. Cost-effective delivery was supported by adapting a standard form contract rather than preparing a wholly bespoke form, while still addressing the client's project-specific risks.

### Key contacts



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**David Richardson**

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Head of Planning and  
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# Lot 1b – Experience Profile

## Full Legal Service Provision for Local Government and Local Communities

### Lot overview and Ashfords experience

This lot is intended for local government, housing, charity and community-focused buyers seeking full-service legal support. Ashfords supports work connected to governance, regeneration, housing, property, commercial arrangements, employment, disputes and local authority project delivery. We recognise the pressures on local public services and provide clear, pragmatic advice that supports delivery, accountability and community outcomes.

### Selected experience

- **Bulk housing purchase for a local authority:** We represented a local authority purchasing a newly refurbished high-risk building for the provision of social housing, a priority in reducing temporary housing spend for the client authority. The work involved consideration of the Building Safety Act and involved Ashfords' Real Estate, Construction, Planning and Tax teams, as well as consideration of telecoms and associated issues
- **Strategic urban extension and section 106 agreements:** We continue to advise a county authority on section 106 agreements for major expansion areas connected to a new settlement, supporting thousands of new homes, employment land, schools, sports provision and related infrastructure. The work includes negotiating planning obligations, securing education and highway requirements, and advising on variations to existing agreements. The project supports strategic housing delivery and local infrastructure provision. Cost-effective delivery is supported through continuity of team knowledge across related agreements and variations, reducing duplication and helping maintain consistency across the project.
- **Mixed-use regeneration project:** We advised on a c.£250m regeneration project structured as a corporate joint venture centred on TV and film production space with housing cross-subsidy. The project created a new creative industry hub at a former railway site, including the longest Grade II listed railway shed in the UK. Our support covered transaction documentation, title investigations, joint venture structuring, security arrangements, procurement, subsidy control, Freedom of Information requirements, governance reporting and construction activities near the operational railway and environmental matters.

### Key contacts



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**David Richardson**

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# Lot 1c – Experience Profile

## Full Legal Service Provision for Health and Social Care

### Lot overview and Ashfords experience

This lot is intended for health and social care buyers requiring legal support tailored to sector-specific operational, regulatory and governance requirements. We support buyers by bringing together relevant specialists across commercial, employment, property, disputes, regulatory, safeguarding and governance matters, with accessible advice sensitive to the operating environment and focused on clear decision-making.

### Selected experience

- **Urgent continuity of community health equipment services:** We advised a group of local authority health and social care commissioners following the insolvency of a national community healthcare equipment provider. Our support covered procurement strategy, risk management, contract termination and transition advice, employment and transfer considerations, and engagement terms with alternative providers. We helped maintain essential equipment services for vulnerable users and supported cost-effective delivery through practical advice that enabled timely decision-making and avoided duplication.
- **Regulatory, police and inquest support in a care setting:** We advised an individual connected with a care provider following a serious incident involving a resident with complex care needs. The matter involved parallel police, regulator and inquest processes, including preparation for interview under caution, review of relevant policies, procedures and training, and ongoing advice on regulatory and criminal risk. Given the sensitivity of the incident and seriousness of the investigation, we provided focused, proportionate support at key stages to help the client navigate multiple processes and associated risks.
- **Healthcare estate and construction project:** We advised a public sector healthcare body on construction documentation for an estate project to support workforce accommodation. We drafted, negotiated and advised on amendments to a standard form construction contract, ancillary security documentation, subcontracting requirements, site-condition risk and procurement input. Cost-effective delivery was supported by using a recognised standard form construction contract as the basis for the documentation, with focused amendments to address project-specific risks.
- **Ombudsman complaint and compensation claim:** We advised a healthcare body on a service user complaint proceeding via the Local Government Ombudsman. The complaint related to the service and advice provided and compensation sought for loss and damage suffered. We reviewed the initial Ombudsman report (finalised before our instruction), drawing out areas inadequately considered from a legal and causative position. We suggested alternative routes for the Ombudsman to take and invited them to make different findings. Successfully achieved modification of the final award.

### Key contacts



**Jocelyn Ormond**

Partner  
Healthcare & Social Care

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# Lot 2 – Experience Profile

## Focused Legal Support

### Lot overview and Ashfords experience

This lot is intended for buyers seeking targeted specialist legal support in defined areas, or where a focused set of specialisms is required rather than full-service provision. Ashfords provides this through specialist teams aligned to the awarded Lot 2 specialisms, with advice scoped around the buyer's required outcome, timetable, budget and risk profile. Support may draw on expertise across commercial contracts, procurement, real estate, employment, technology, information governance, projects, finance, construction, planning and regulatory risk.

### Selected experience

- **Targeted procurement, contracts and project support:** We have advised public sector bodies on focused instructions including procurement strategy, contract drafting, subsidy control, grant-funded delivery, healthcare equipment service continuity, construction documentation and strategic real estate matters. These examples demonstrate focused specialist delivery where buyers require targeted advice rather than full-service support.
- **Compulsory purchase and planning advice:** We have worked with several public sector bodies looking to use their powers of compulsory purchase to facilitate redevelopment or to unlock regeneration sites that have become paused due to difficulties in site assembly. That advice sits alongside the planning strategy and advice for the development proposals generally. Often, at the time of giving the advice, there are still further steps that need to be taken before a compulsory purchase order can start, and in those circumstances, we then set out in our advice a route map for taking the project forward so that promoting the order can begin.

### Key contacts



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**Lizzy Rafter**

Frameworks Coordinator

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# Lot 3 – Experience Profile

## Litigation and Disputes

### Lot overview and Ashfords experience

This lot is intended for buyers requiring litigation, disputes and dispute resolution support, including significant or complex contentious matters. Ashfords helps public sector buyers manage contentious matters from early risk assessment through to resolution, including dispute strategy, pre-action correspondence, negotiation, mediation, litigation management and settlement planning. Our advice focuses on both the legal position and the practical options available to resolve the issue.

### Selected experience

- **Contractual disputes:** We represented a local authority in a dispute with a leisure centre operator related to a contractual dispute that had arisen regarding the authority's ability to retrospectively and prospectively utilise an RPI increase provision in the contract (which had not been used for several years). Advice included technical legal advice around the operation of estoppel, the ability of the Authority to agree to a settlement that served to alter the terms of a procured contract, the risk of procurement challenge arising out of the settlement (and the extent to which this could be diluted by use of VEAT notices), advice to the Section 151 officer regarding whether the settlement under discussion amounted to a subsidy. Successfully mediated a settlement agreement with minimal risk but maximum reward for the authority.
- **Damages claims brought by service users:** We represent a local authority in relation to a claim brought by a service user for loss and damage allegedly suffered because of the way the authority discharged its safeguarding duties under the Children's Act. The proceedings are brought by a Litigant in Person and so different tactical decisions must be taken to maintain control over the proceedings but also the costs of the proceedings (which often increase significantly when dealing with an unrepresented party). Consideration and advice given regarding the appropriate timing for an application for a Civil Restraint Order (limiting the Claimant's ability to bring repeated and unmeritorious applications at significant cost to the authority). Securing early costs awards for the authority which can then be utilized to ultimately dispense with the proceedings when breached.

### Key contacts



**Andrew Perkins**

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Head of Dispute Resolution

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**James Hemsley**

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Head of Property Disputes

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**Anusheh Burcher**

Partner  
Dispute Resolution

[a.burcher@ashfords.co.uk](mailto:a.burcher@ashfords.co.uk)

# Lot 4 – Experience Profile

## Projects and Complex Advice including PPP

### Lot overview and Ashfords experience

This lot is intended for buyers seeking support on projects or complex advice involving increased risk, new approaches or multiple interdependent workstreams. Ashfords supports buyers by bringing together projects, infrastructure, commercial, procurement, planning, real estate, construction, finance, public law and disputes input where required. This can include project structuring, risk allocation, governance, delivery documentation, public-private partnership arrangements and legacy private finance initiative matters.

### Selected experience

- **Second generation PFI outsourcing:** We advised a local authority in respect of its outsourcing of a care home PFI, advising on the optimal contracting approach and structure; drafting the procurement documentation and services contract; assisting with responding to clarification questions from bidders; leading legal dialogue sessions; and finalising and securing execution of the contract. As a second-generation outsourcing, Ashfords supported the client officers in navigating the governance requirements; managing potential conflicts of interest in the procurement; and devising a procurement strategy that ensured a smooth interface and transition between the terms of the expiring PFI contract and the incoming provider (including drafting appropriate provisions relating to the hand back of assets; the transfer of staff; and managing the risk associated with incumbent (non-) performance) in a bankable manner. Ashfords continues to provide “in-term” advice relating to the transition process from outgoing provider to the incoming provider.
- **Estate rebuild project:** We are advising a London borough’s housing delivery subsidiary on several high value, complex and strategically significant new-build and regeneration developments (being the Pier Road, Cyprus Road and Carpenters Estate projects in the London Borough of Newham) involving the rebuilding of aged housing stock. The Pier Road and Cyprus Road developments will together develop 565 new homes, while the Carpenter Housing Estate project will deliver over 2,000 homes and is expected to be London’s largest estate rebuild. The scale, complex and high-profile nature of the estate rebuilds demand that legal input from projects, infrastructure, commercial, procurement, real estate and construction specialists is delivered in an understandable, digestible and solutions-focussed manner.

### Key contacts



**Brian Farrell**

Partner  
Head of Commercial

[b.farrell@ashfords.co.uk](mailto:b.farrell@ashfords.co.uk)



**Jonathan Croley**

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Commercial & Projects

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# Legal Specialisms

## Artificial Intelligence and Machine Learning Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on legal, commercial, data protection and intellectual property issues arising from AI and technology-enabled services. Support includes AI governance (including internal risk assessments and policies), contractual controls, supplier assurance, DPIAs, transfer risk assessments, IP ownership, liability allocation and implementation risk.

### Services include

- AI governance and risk assessment; procurement and contract terms; data protection and information governance; intellectual property and ownership; supplier assurance; policy and acceptable-use advice.

### Relevant experience

- We have advised Sovereign AI on complex data processing and data sharing arrangements that align with its business model of a data sovereignty service for AI providers. The Ashfords data protection team have also supported the Sovereign AI team by providing compliance advice on the completion of data protection impact assessments for new technology initiatives.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Suzie Miles | Partner, Commercial Technology | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Charities

Applicable lots: Lot 1a, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords provides integrated legal support to charities and not-for-profit organisations, helping boards, trustees and executive teams manage governance, regulatory, operational and reputational risk. Advising on charity law, constitutional and governance matters, Charity Commission engagement, safeguarding, funding and grant arrangements, employment, property, commercial projects, investigations and disputes.

### Services include

- Governance and trustee duties; constitutional changes; Charity Commission matters; funding and grants; collaborations and restructures; property and employment support; the establishment and governance of charitable trusts.

### Relevant 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.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Kerry Morgan Gould | Partner, Head of Trusts & Estates | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Children and Vulnerable Adults

Applicable lots: Lot 1a and Lot 2

### Capabilities and delivery

- Ashfords provides specialist support on matters involving children, young people and vulnerable adults, advising public bodies, care providers, charities and education organisations on safeguarding, governance, regulatory compliance, investigations and disputes. Our multidisciplinary teams help clients manage risk, maintain service delivery and respond effectively to complex and sensitive incidents.

### Services include

- Safeguarding advice and policy review; information sharing and data protection; governance and board support; incident response and investigations; regulator and local authority engagement; adoption, social work and child protection; care, education and supported living; inquests; employment and disciplinary matters; mental capacity, end-of-life care and care funding.

### Relevant experience

- We represented a local authority in a judicial review brought by the step-father of a child subject to child protection procedures, who alleged that its risk assessments were improperly undertaken. We defended substantively and on technical grounds, including that judicial review is a remedy of last resort and that the statutory complaints procedure (Children Act 1989) had not been exhausted. Permission was refused, and we then supported the authority through the statutory and commercial complaints procedures, which resolved without further action.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Thomas Middlehurst | Partner, Trust and Estates | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Competition Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on competition-related issues under the Competition Act 1998, the Enterprise Act 2002 and the Subsidy Control Act 2023. This includes authorities' trading companies, engagement with industry and exclusion grounds where bidders are suspected of competition law infringements. The team also helps authorities avoid distorting competition when making grants and comply with subsidy control requirements.

### Services include

- Competition law risk assessment; commercial, collaboration and funding arrangements; procurement and market engagement; anti-trust and bid-rigging concerns; information exchange and confidentiality controls; compliance policies and training; investigations and regulator engagement.

### Relevant experience

- Ashfords advises a public authority, responsible for collection and dissemination of industry information, on the methodology for collecting and aggregating this information to avoid breaches of the Chapter I prohibition on sharing between commercial competitors of commercially sensitive information. As well as providing advice on specific scenarios, Ashfords has developed policies and provides training to staff to ensure proper understanding of the issues.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- James Falle | Partner, Procurement | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Commercial Litigation and Dispute Resolution

Applicable lots: Lot 3

### Capabilities and delivery

- Ashfords advises on complex commercial disputes arising from contracts, procurement exercises, infrastructure projects, service delivery arrangements and commercial relationships. We help public sector organisations protect funding, manage contractual risk and resolve disputes efficiently through negotiation, ADR, litigation and specialist dispute resolution procedures.

### Services include

- Contract disputes; procurement challenges; infrastructure and project disputes; pre-action strategy; adjudication, mediation and arbitration; contractual resolution procedures; litigation; settlement negotiations; recovery actions and commercial risk management.

### Relevant experience

- We advised Portsmouth City Council in a dispute arising from its Shore Power Project after a utility provider sought to increase project costs by more than £1.4 million. Following extensive pre-action correspondence, the provider accepted it had failed to follow the contractual process and withdrew its position. The matter demonstrated our ability to resolve complex commercial disputes efficiently whilst protecting public sector funding and project delivery.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Andrew Perkins | Partner, Head of Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Anusheh Burcher | Partner, Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Construction Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on construction projects and disputes, including procurement-stage input, contract drafting, risk allocation, contract administration, payment, delay, defects, dispute avoidance and dispute resolution.

### Services include

- Construction procurement support; construction, building and engineering contracts; consultant appointments; collateral warranties; contract administration advice; payment issues; delay and defects advice; dispute avoidance and dispute resolution, including adjudication, arbitration, litigation and mediation.

### Relevant experience

- We advised Oxfordshire County Council on the JCT Pre-Construction Services Agreement and JCT Design & Build Contract for its new office headquarters project (c.£20m). The project will deliver a 'net zero in operation' office, providing modern and highly sustainable accommodation for the Council. Our work included drafting and negotiating bespoke site condition risk provisions to address the complexities of the existing site, and pre-contract survey opportunities.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Carl Thompson | Partner, Head of Construction | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Laura Reeve | Partner, Construction | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Mark Manning | Partner, Construction | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Contracts

Applicable lots: Lot 2

### Capabilities and delivery

- We advise public sector bodies on the full lifecycle of contractual arrangements, from planning and procurement through to implementation, contract management and exit. Our experience includes shared services, collaborative arrangements, outsourcing, insourcing and joint ventures, supported where required by specialist procurement, data protection and employment.

### Services include

- Contract review; contract drafting; negotiation support; execution and completion; commercial risk advice; contract management support; variation and termination advice.

### Relevant experience

- We act as sole external legal adviser on contracts for a London Borough, supporting the full contract lifecycle from initial scoping, procurement, in-term negotiations, variations and extensions to dispute strategies, dealing with distressed suppliers, as well as advising on and disputing termination rights on the entire estate of contracts for goods, services and concessions. This includes, as examples, extra-care nomination; waste collection and disposal; grounds maintenance; cleaning; catering; CCTV installation and maintenance; residential removals services; and parking enforcement services.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Brian Farrell | Partner, Head of Commercial | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Jonathan Croley | Partner, Commercial & Projects | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Corporate Finance

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on corporate finance matters including investments, acquisitions, disposals, mergers, joint ventures, reorganisations, due diligence and transaction documentation, with input from tax, banking, commercial/IT, intellectual property, real estate, employment and regulatory specialists where needed.

### Services include

- Advising on investment rounds; acquisitions and disposals; mergers; corporate/joint ventures; corporate reorganisations; transaction structuring; advice on the use of different legal entities/vehicles; due diligence; shareholder and investor documentation; funding documentation; advice on National Security and Investment Act regime; tax input; governance arrangements; completion and post-completion support.

### Relevant experience

- We 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 was a public sector entity.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Rory Suggett | Partner, Head of Corporate | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Rebecca Dury | Partner and Head of Banking and Finance | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Corporate Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on corporate transactions supporting public sector delivery, regeneration, investment and growth. Our multidisciplinary teams bring together corporate, tax, banking, employment, commercial, real estate and regulatory expertise to support acquisitions, disposals, joint ventures, investments and restructures from initial planning through to completion and implementation.

### Services include

- 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; corporate governance; directors' duties; and company secretarial services.

### Relevant experience

- We advised Bluewater Bio, an award-winning UK-based specialist in water and wastewater treatment technologies, on its sale to Aquavest. The team supported the board from bidding stage through to completion, including preparation of transaction documents, management of the competitive process and review of purchaser offers. The transaction secured investment to support future growth and development of the company's market-leading technologies.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Rory Suggett | Partner, Head of Corporate | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Court of Protection

Applicable lots: Lot 1a, Lot 1b and Lot 2

### Capabilities and delivery

- Ashfords can support Court of Protection-related matters where they overlap with health, social care, safeguarding, capacity, best-interests decision-making and public body risk management. Advice may include urgent decision-making support, safeguarding considerations, information sharing, engagement with families and professionals, and related disputes or investigations.

### Services include

- Capacity and best interest issues; deputyship and appointee arrangements; property and affairs matters; health and welfare applications; deprivation of liberty considerations; safeguarding interface; engagement with families, carers and local authorities; related governance and policy advice; associated disputes and court applications.

### Relevant 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).

### Specific limitations or restrictions

- Scope should be confirmed on a matter-by-matter basis, particularly where specialist Court of Protection proceedings or advocacy are required.

### Key contact/s

- Jocelyn Ormond | Partner, Corporate | Head of Healthcare & Social Care | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Thomas Middlehurst | Partner, Trust and Estates | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Criminal Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on criminal and regulatory investigations, including health and safety, food safety, environmental, licensing, data protection and workplace incidents. Support includes early risk advice, regulator engagement, interviews under caution, evidence review, inquests and prosecution defence.

### Services include

- Early risk and exposure advice; health and safety, food safety and environmental investigations; licensing and data protection matters; regulator and police engagement; interviews under caution; evidence and disclosure review; workplace incident response; inquest support; prosecution defence; sentencing and mitigation; policy and training reviews.

### Relevant experience

- We advised an individual connected with a care home in relation to a police investigation, regulator engagement and inquest following a serious incident involving a resident with complex care needs. The work included preparation for interview under caution and review of relevant policies, training and procedures.

### Specific limitations or restrictions

- Scope should be confirmed on a matter-by-matter basis, particularly for specialist criminal defence, advocacy or higher-risk regulatory prosecution work.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Debt Recovery

Applicable lots: Lot 1a, Lot 1b, Lot 1c, Lot 2 and Lot 3

### Capabilities and delivery

- Ashfords advises on the recovery of debts and unpaid liabilities, helping public sector bodies recover sums efficiently and proportionately. We support clients throughout the recovery lifecycle, from early engagement and negotiated repayment arrangements through to proceedings, judgment and enforcement.

### Services include

- Pre-action engagement and demand letters; recovery strategy and portfolio advice; payment plans and settlements; issue of proceedings and judgment; charging orders; orders for sale; third party debt orders; attachment of earnings; enforcement of judgments.

### Relevant experience

- We acted for a local authority in relation to recovery of a secured debt against a residential property. Our involvement included commencement of part 7 proceedings, securing Judgment in Default of Defence and ultimate recovery of the sums owed (plus costs) through sale of the subject property.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, debt volume and agreed scope at instruction stage.

### Key contact/s

- Anusheh Burcher | Partner, Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Defence and Security Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on defence and security matters through combined commercial, procurement, regulatory and disputes teams, so that contractual, compliance and litigation risks are handled together. We work to the confidentiality and handling requirements of sensitive projects and agree escalation routes with the buyer at the outset.

### Services include

- Defence and security contracts and subcontracts; procurement and supply chain advice; confidentiality and sensitive information handling; security-cleared and classified project considerations; technology, data and cyber issues; operational and regulatory risk; national security and investment considerations; public law issues; investigations; dispute strategy, negotiation and mediation.

### Relevant experience

- We acted on a defence sector procurement challenge in which it became apparent that inadvertent breaches of competition law might have occurred through suspected cartel activity. We provided time critical advice on how the activity was likely to be assessed, then engaged the Competition and Markets Authority on an anonymous, confidential basis to establish its likely approach if reported and the availability of leniency and immunity.

### Specific limitations or restrictions

- Scope should be confirmed on a matter-by-matter basis where security classification, confidentiality, defence procurement or regulated national security considerations apply.

### Key contact/s

- Andrew Perkins | Partner, Head of Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Dispute Resolution and Litigation Law

Applicable lots: Lot 1a, Lot 1b and Lot 1c

### Capabilities and delivery

- Ashfords supports public sector organisations across the full spectrum of disputes and litigation, providing strategic advice from early issue identification through to resolution. Our teams help clients manage legal, operational and reputational risk through dispute avoidance, negotiation, mediation, litigation and appeals.

### Services include

- Dispute avoidance; early merits and risk assessment; pre-action correspondence; negotiation; mediation; litigation; procurement challenges; judicial review claims; appeals; settlement strategy.

### Relevant experience

- We represented a local authority in a challenge to an essential security services procurement, brought by both judicial review and Part 7 proceedings. In the judicial review we prepared summary grounds of defence with Leading Counsel, defended the exclusion decision and secured refusal of permission, then resisted the renewal application to obtain dismissal and a costs order beyond the usual order on conduct grounds. In the Part 7 proceedings we secured the lifting of the suspension, allowing the authority to contract, and continue to position it for exit on the best terms through interim applications and Part 36 offers.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, forum requirements and agreed scope at instruction stage.

### Key contact/s

- Andrew Perkins | Partner, Head of Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Anusheh Burcher | Partner, Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Liam Tolen | Partner, Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Employment Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on employment law and HR matters across the public sector, including outsourcing, TUPE, reorganisations, restructures and redundancy programmes. Working alongside procurement, commercial and project teams, we support clients in managing workforce issues arising from service delivery changes, organisational transformation and major public sector projects.

### Services include

- HR advisory support; employment contracts and policies; outsourcing and transfer issues; collective workforce matters; pay structures; changes to terms and conditions of employment; employment risk in commercial projects.

### Relevant experience

- We provided advice to a large public sector organisation on the following: strategic decisions; communications with staff; 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.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Stephen Moore | Partner, Head of Employment | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Su Apps | Partner, Employment | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Kirsty Cooke | Partner, Employment & Immigration | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Employment Litigation and Dispute Resolution

Applicable lots: Lot 3

### Capabilities and delivery

- Ashfords supports public sector organisations in managing contentious employment matters, including tribunal claims, workforce disputes and complex employee relations issues. Our team provides strategic advice from the earliest stage of a dispute through to resolution, helping clients manage legal, operational and reputational risk while maintaining effective service delivery and workforce relationships.

### Services include

- Employment dispute strategy, avoidance and negotiation; pre-claim advice; tribunal claims; settlements; disputes and negotiations with Unions; disciplinary and grievance procedures; contentious employment law including discrimination / equal opportunities involving litigation and/or dispute resolution.

### Relevant experience

- We act for a large NHS Trust in a range of complex employment disputes and tribunal proceedings. Recent work includes defending a sensitive whistleblowing claim involving the Trust and 11 individual employees, whilst providing strategic advice on managing workplace relationships, service delivery risks and organisationally critical employment issues. We also support the Trust on discrimination, disciplinary and employee relations matters across a workforce of more than 17,000 employees.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, tribunal / court requirements and agreed scope at instruction stage.

### Key contact/s

- Stephen Moore | Partner, Head of Employment | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Su Apps | Partner, Employment | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- James Collings | Partner, Employment | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Energy and Natural Resources

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises local authorities on matters relating to renewable energy, energy from waste, natural resources, energy infrastructure and innovation projects. For public sector buyers, this may include support on project structure, procurement, contracts, land, planning, regulatory risk, funding and delivery.

### Services include

- Renewable energy projects; energy from waste; energy infrastructure (NSIP / DNS); commercial contracts; land and planning support; regulatory risk; project delivery advice; energy efficiency, retrofit, decarbonisation projects; district heating; EV charging infrastructure; waste collection, management and disposal contract procurement; PFI/PPP, JVs and partnership projects.

### Relevant experience

- We advised a city council on delivering its carbon reduction strategy, setting out options for delivery of a retrofit service for local householders and for the development of community-owned solar power generating infrastructure on council land. Specialist advisors from the procurement, subsidy control, corporate, commercial and real estate teams worked together with council officers and key external partners to identify strategic priorities and to produce detailed options covering corporate structure, funding, local authority powers, regulatory and legal constraints and best value considerations.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, technical project requirements and agreed scope at instruction stage.

### Key contact/s

- Stephen Humphreys | Partner, Planning | Head of Energy & Resource Mgt. | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Environmental Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises public sector organisations on environmental law, regulatory compliance and environmental risk management. Our multidisciplinary team supports clients on environmental permitting, waste management, contaminated land, planning and development projects, regulatory investigations and enforcement action, helping organisations manage legal, operational and reputational risk while supporting sustainability and environmental objectives.

### Services include

- Environmental compliance; regulatory investigations and enforcement action; environmental permitting; contaminated land; waste management; planning-related environmental issues; environmental risk in projects and transactions; sustainability and environmental governance matters.

### Relevant experience

- We regularly advise our local authority and private sector developer clients on the various aspects of the planning system that concern the environment. This includes advising in relation to environmental impact assessment, the application of the 'Habitats Regulations' to development proposals, biodiversity net gain (including establishing habitat banks and the purchase of units), and the emerging environmental delivery plans and nature restoration levy.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- David Richardson | Partner, Head of Planning & Infrastructure Consenting | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Finance and Investment

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on finance and investment matters connected to projects, corporate transactions, development, infrastructure, healthcare, technology and public-sector-facing delivery structures. Advice may include funding arrangements, investment documentation, lending, security, intercreditor issues, due diligence, governance and transaction risk.

### Services include

- Funding structures; investment rounds; loan and security documents; due diligence; lender requirements; project and development finance; completion support.

### Relevant experience

- We advised a UK bank on all aspects of its c. £25 million term facilities for a corporate investor group providing student accommodation, based on LMA (Loan Market Association) documents, including the facilities agreement, intercreditor arrangements, security documents and all aspects of the conditions precedent process, including due diligence on the multi-site security properties, using City of London certificates of title.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, lender requirements and agreed scope at instruction stage.

### Key contact/s

- Rebecca Dury | Partner, Head of Banking & Finance | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Financial Litigation

Applicable lots: Lot 3

### Capabilities and delivery

- Ashfords advises lenders, borrowers, investors and public sector bodies on financing arrangements supporting projects, regeneration, infrastructure, development and investment activity. Advice includes lending structures, security arrangements, due diligence, lender requirements and transaction risk management.

### Services include

- Financial dispute strategy; pre-action correspondence; recovery and enforcement; professional negligence claims; banking disputes; settlement and mediation.

### Relevant experience

- We acted for a major lender in a claim against a commercial property consultancy concerning valuation advice provided for loan security purposes. The matter involved financial loss, professional duties and recovery strategy.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, court / forum requirements and agreed scope at instruction stage.

### Key contact/s

- Andrew Perkins | Partner, Head of Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Fintech Crypto Assets

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on legal issues relating to fintech, digital finance, technology-enabled financial services and crypto-asset-adjacent risk where these arise in commercial, investment, data, intellectual property and regulatory contexts.

### Services include

- Commercial contracts; technology arrangements; data protection; intellectual property; investment structures; financial regulatory advice; governance and risk allocation.

### Relevant experience

- We advised an innovative technology company using exercise-generated virtual currency on international brand protection, portfolio management, cease and desist correspondence and trade mark oppositions in the UK and EU.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Chris Dyson | Partner, Corporate | Head of Technology | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Chris Hickey | Partner, Financial Services Regulation | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Food, Rural and Environmental Affairs

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on rural, food, environmental and land-use matters, supporting organisations on commercial arrangements, regulatory compliance, environmental obligations, planning interfaces, agricultural supply chains, rural estates and food-sector operations.

### Services include

- Rural and land-use advice; environmental compliance (water, air and land use, including emissions and pollution); water services and quality; flooding; waste and recycling; fisheries and marine; food and farming; contracts; supply-chain arrangements; producer organisation governance; planning and regulatory interfaces.

### Relevant experience

- Advising on marine planning and licensing issues for a £500m coastal regeneration project.
- Prosecutions on behalf of harbour authorities for environmental breaches.
- Successfully prosecuted 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.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Susie Murray | Partner, Head of Residential & Rural Property | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Franchise Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords provides contentious and non-contentious advice relating to franchising and concession arrangements including procurement, property, commercial and contractual documentation, operational requirements, employment, regulatory risk, and disputes.

### Services include

- Competitive tendering; corporate structures; contractual arrangements including concession agreements, property and leasing arrangements; operational controls; regulatory advice; transfer of employees; contract management, disputes and exit issues.

### Relevant experience

- We acted for a group of local authorities jointly commissioning a concessionaire to install and operate electric vehicle charging infrastructure in their areas. We created contractual structures between the collaborating authorities to govern the relationship, drafted contract documentation and access arrangements, advised on legal and regulatory issues arising in the concession, and drafted relevant tender documentation.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Brian Farrell | Partner, Head of Commercial | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Grants

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on grant-funded projects and grant compliance matters across the public sector, supporting clients on project structuring, funding arrangements, procurement, subsidy control, property, planning, construction and contractual issues. We help organisations secure, manage and deliver grant-funded programmes while complying with grant conditions and minimising funding, delivery and recovery risks.

### Services include

- Grant conditions and funding agreements; grant compliance and assurance; grant recovery and clawback risk; procurement interfaces; subsidy control considerations; project documentation; governance and delivery arrangements; grant-funded property, construction and infrastructure projects.

### Relevant experience

- We advised a county council on a range of grant arrangements and their subsidy control implications, including grants to local low-carbon transport operators for infrastructure development and improvements, and grant agreements with further education providers for supported internships for care leavers. We advised on the grant funding strategy and drew up the agreements.
- We also recently advised a harbour authority on a port redevelopment project benefiting from Levelling Up funding, covering procurement structure, concession and lease arrangements, cabinet reporting, grant funding and subsidy control.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, grant conditions and agreed scope at instruction stage.

### Key contact/s

- James Falle | Partner, Procurement | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Health and Safety

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on contentious and non-contentious health and safety matters / risk across operational, property, construction, agricultural, care and workplace settings, including compliance advice, incident response, regulator engagement, investigations, enforcement, inquests, prosecution defence and policy review.

### Services include

- Health and safety, food safety, and fire safety at work; building safety-related risk; compliance advice; incident response; enforcement advice; defence representation; regulatory and criminal investigations; public inquests; policy and procedure review; training support where approved.

### Relevant experience

- We advised and represented a farming business in relation to a police and HSE investigation, and associated inquest following a fatal workplace incident. Work included site visits, liaison with regulators, witness evidence, expert evidence, enforcement notice advice, representation at pre-inquest and final hearings.
- We carried 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.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Health, Healthcare and Social Care

Applicable lots: Lot 1a, Lot 1b and Lot 2

### Capabilities and delivery

- Ashfords supports NHS, health and social care organisations on commissioning, service delivery, out/insourcing, workforce, property, safeguarding, regulatory compliance, construction and disputes.

### Services include

- Commissioning and contracts (including services outsourcing and PPP/PFI contracts); healthcare property; workforce and immigration support; regulatory investigations; inquests; safeguarding; corporate transactions; construction projects; risk management; disputes and contractual interpretation advice.

### Relevant experience

- We advised acute hospitals NHS Trusts on legal matters, including: procuring outsourced facilities management services; the management of a major operational PFI project; claims and disputes including alleged construction defects; the development and negotiation of numerous contractual variations to hard and soft FM services and medical equipment services; retail lease arrangements; health and safety incidents and risks; immigration, employment and pensions issues including skilled worker sponsorship, right to work and visa eligibility advice to support key worker recruitment and retention.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Jocelyn Ormond | Partner, Corporate | Head of Healthcare & Social Care | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Kirsty Cooke | Partner, Employment & Immigration | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ben Tarrant | Partner, Real Estate | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Housing Law

Applicable lots: Lot 1a, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises registered providers, local authorities, housing delivery companies and developers on housing-related matters, including affordable housing acquisitions, stock transfers, development agreements, site set-up, plot sales, section 106 obligations and housing disputes.

### Services include

- Development acquisitions and disposals; affordable housing delivery; stock transfers; site set-ups; plot sales; inter-company arrangements; complex tenancy management issues; housing litigation; anti-social behaviour; disrepair claims.

### Relevant experience

- We advised a registered provider on a high volume of affordable housing acquisitions across multiple phases of a residential development. The work included complex title review, conditional agreements, planning and section 106 issues, Homes England compliance, insurance, technical approvals and shared ownership disposals.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Tanya Edmonds | Legal Director, Housing | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Sian Gibbon | Partner, Property Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Victoria Bonnet | Partner, Property Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Immigration

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- We advise on all aspects of UK immigration and nationality law, including advising organisations employing international workers, and on the immigration requirements of hiring and workforce mobility. We support with obtaining and maintaining sponsor licences, securing employee visa applications and on right to work checks, helping to navigate the Home Office's ongoing sponsorship and compliance requirements.

### Services include

- Sponsor licence applications and management; Skilled Worker advice; right to work checks; compliance audits; training; visa eligibility; workforce planning; employment-linked immigration issues and personal immigration matters.

### Relevant experience

- We provide ongoing immigration support to a large healthcare employer, advising on sponsor compliance, Skilled Worker and dependant visa options, salary and occupation code requirements, termination and sponsorship issues, and changes to immigration rules affecting healthcare recruitment.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, visa / sponsor requirements and agreed scope at instruction stage.

### Key contact/s

- Kirsty Cooke | Partner, Employment & Immigration | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ben Xu | Partner, Employment & Immigration | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Information Law including Data Protection Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords helps organisations manage information and data protection obligations while enabling the lawful and effective use, sharing and protection of information. We advise on governance, compliance and risk management issues, supporting clients through regulatory enquiries, complex information requests, incidents and breach response.

### Services include

- Data protection compliance; DPIAs; DSARs; privacy notices; freedom of information requests, data sharing; processor terms; international transfers; PECR; training; incident response and data breaches.

### Relevant experience

- We advised a client on a confidential, high-impact and contested data subject access request issued alongside contentious proceedings, including strategy, regulator considerations, GDPR compliance and senior management support to provide a timely response.

### Specific limitations or restrictions

- Information law support is subject to conflict checks, capacity and agreed scope; FOIA and EIR capability should be confirmed for public sector instructions.

### Key contact/s

- Suzie Miles | Partner, Commercial Technology | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Information Technology Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords supports public sector organisations through the procurement, implementation, management and transition of technology solutions. We help clients structure technology projects, manage supplier relationships, allocate contractual risk, and ensure technology arrangements support operational, regulatory and service delivery objectives throughout the contract lifecycle.

### Services include

- IT contracts; software licensing; SaaS arrangements; systems procurement; systems implementation and support; service levels; supplier management; data processing terms; information security requirements; intellectual property ownership and licensing; liability and warranties; exit and transition arrangements.

### Relevant experience

- We advised AES Sustainability on software licensing arrangements, technology contracts, data protection compliance and information security provisions relating to its ESG reporting platform, including customer and supplier technology agreements.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, technical project requirements and agreed scope at instruction stage.

### Key contact/s

- Suzie Miles | Partner, Commercial Technology | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Intellectual Property Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords works with bodies across the public sector to support the development, ownership and licensing of intellectual property in their commercial arrangements.

### Services include

- 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; commercialisation and exploitation of intellectual property; research and development agreements; research outputs and contractual controls; brand protection; software, data and technology.

### Relevant experience

- We advised a public body on the transfer of copyright in a portfolio of industry publications; an API licence agreement and associated branding guidelines; and various data ownership and commercialisation considerations. In addition, we have supported with a widescale IP transfer project, including preparing a suite of bespoke IP assignments.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, jurisdictional requirements and agreed scope at instruction stage.

### Key contact/s

- Clare Jackman | Partner, Commercial & IP | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Investment and Commercial Banking

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on financing arrangements that support regeneration, infrastructure, development and investment projects. Our multidisciplinary teams bring together banking, corporate, projects, construction, planning and real estate expertise to structure transactions, negotiate funding arrangements and manage risk from initial planning through to completion.

### Services include

- Investment and commercial lending; facility agreements; loan notes; development and project finance; security and intercreditor arrangements; refinancing; lender due diligence; transaction management; conditions precedent and completion support.

### Relevant experience

- We advised on the funding package supporting the restoration and redevelopment of Fort Bovisand, bringing together banking, construction, planning, real estate and financing expertise to finalise the funding arrangements required for a major regeneration project.
- We advised IQE PLC on an £18 million secured convertible loan note issue and the amendment and restatement of an existing revolving credit facility. Our work focused on security arrangements, intercreditor arrangements and lender requirements as part of a wider refinancing transaction.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, lender requirements and agreed scope at instruction stage.

### Key contact/s

- Rebecca Dury | Partner, Head of Banking & Finance | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Life Sciences

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords 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.

### Services include

- Investment rounds; commercial contracts; IP and technology; data protection; regulatory risk; healthcare property; due diligence; collaboration and licensing arrangements.

### Relevant experience

- We advised the Business Growth Fund 'BGF', on its investments in OrganOx Ltd as part of \$142 million primary and secondary equity financing rounds, and in the subsequent sale of OrganOX for \$1.5 billion. We guided BGF through the investment and exit process, diligence and drafting negotiations. OrganOx developed the world's first fully-automated liver preservation device, maintaining donor livers in a functioning state outside the body for up to 24 hours, and used in more than 6,000 liver transplants to date.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, regulatory requirements and agreed scope at instruction stage.

### Key contact/s

- Jocelyn Ormond | Partner, Corporate | Head of Healthcare & Social Care | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Outsourcing

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords supports public sector organisations through the full outsourcing lifecycle, from initial business case, procurement and contract structuring through to implementation, contract management, service transformation and exit. We advise on governance, workforce issues, supplier performance, contract variations and transition arrangements to help clients deliver effective and sustainable service outcomes.

### Services include

- Outsourcing structure; procurement and contract support; TUPE and employment issues; service specifications; performance management; governance arrangements; variations; termination and transition; dispute avoidance.

### Relevant experience

- We advised a local authority on the second-generation outsourcing of a care home PFI, including procurement strategy, contract structure, procurement documentation, governance arrangements, bidder engagement and contract award. We also advised on transition arrangements between the outgoing and incoming providers, including asset handback, staff transfer and performance risk management.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, transfer requirements and agreed scope at instruction stage.

### Key contact/s

- James Falle | Partner, Procurement | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Planning Law

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on the full range of planning law matters, supporting public sector organisations through an increasingly complex and evolving regulatory environment. Our team advises on development management, planning obligations, infrastructure delivery, natural capital and biodiversity net gain, helping authorities deliver housing, employment and regeneration objectives. We regularly support local authorities on both day-to-day planning matters and large, complex development proposals.

### Services include

- Planning applications and planning strategy; section 106 obligations; highways; community infrastructure levy (CIL); compulsory purchase orders (CPO) and compensation; planning appeals; judicial reviews and statutory challenges; enforcement; natural capital and biodiversity net gain; infrastructure delivery; development consent orders.

### Relevant experience

- We advised a county authority on section 106 agreements for five major expansion areas linked to a new settlement, supporting delivery of thousands of homes, employment land, new schools, sports provision, transport infrastructure and related obligations.
- We currently provide a full planning law service to a London Borough, covering any matters of planning law that may arise including in relation to committees and its constitution, delegated powers, vires, legal challenges in the High Court, planning obligations, highways, enforcement and CIL.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, statutory requirements and agreed scope at instruction stage.

### Key contact/s

- David Richardson | Partner, Head of Planning & Infrastructure Consenting | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Private Law Litigation and Dispute Resolution

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on private law disputes involving contracts, property, commercial issues, recoveries, claims management, negotiated resolution and litigation strategy.

### Services include

- Contractual disputes; commercial disputes; property disputes; negotiation; mediation; litigation; settlement; enforcement; risk management.

### Relevant experience

- We advised on a dispute with an event booking intermediary about failure to pay venues, which included pre-action correspondence, High Court proceedings, breaches of trust arrangements, personal director liability and disqualification, and insolvency.
- We acted in relation to civil claims intimated following the Grenfell disaster involving pre-action correspondence, limitation issues, standstill agreements and contribution notices, as well as attending High Court hearings.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, forum requirements and agreed scope at instruction stage.

### Key contact/s

- Andrew Perkins | Partner, Head of Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Projects/PPP

Applicable lots: Lot 4

### Capabilities and delivery

- Ashfords advises on complex projects, infrastructure delivery and PPP/PFI arrangements, bringing together specialists across commercial, procurement, finance, construction, real estate and planning. Our support spans the full project lifecycle, from project structuring and procurement through to implementation, transition, operational delivery and contract management.

### Services include

- PPP / PFI projects; procurement and commercial structures; infrastructure delivery; risk allocation and governance; contract management and transition; strategic project advice.

### Relevant experience

- Advised North Yorkshire County Council on the North Yorkshire Waste PPP, one of the UK's largest legacy waste PFI projects. We supported the authority in negotiating arrangements for the design, build, finance and operation of a waste treatment facility involving energy from waste, anaerobic digestion and associated infrastructure. Total third-party funding for the project was approximately £350 million.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Ben Hogan | Partner, Commercial & Projects | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Clare Brewer | Partner, Commercial & Project Finance | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Property and Real Estate Litigation and Dispute Resolution

Applicable lots: Lot 1a, Lot 1b, Lot 1c, Lot 2 and Lot 3

### Capabilities and delivery

- Ashfords helps public sector organisations prevent, manage and resolve disputes across their property portfolios and development programmes. We combine specialist property litigation expertise with an understanding of housing, regeneration and public service delivery, providing practical support from early risk assessment and negotiation through to mediation, tribunal proceedings and court litigation.

### Services include

- Landlord and tenant disputes; housing disrepair and condition claims; service charge disputes; development and regeneration disputes; possession and injunction proceedings; land ownership, access, boundary and rights disputes; lease interpretation, renewal and termination; enforcement; mediation; tribunal and court proceedings.

### Relevant experience

- Ashfords advises a local authority-owned housing provider on disputes across its market rent, affordable housing and shared ownership portfolios. Our work includes rent and service charge disputes, enforcement of shared ownership covenants, rent arrears, antisocial behaviour, injunction and possession proceedings, and advice on tenancy and policy documentation.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, tribunal / court requirements and agreed scope at instruction stage.

### Key contact/s

- Sian Gibbon | Partner, Property Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- James Hemsley | Partner, Head of Property Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Public Inquiries - Non-Statutory Independent Inquiries / Reviews

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords supports organisations involved in independent reviews and inquiry-related investigations, helping clients manage governance, evidence gathering, disclosure, privilege, information management and stakeholder engagement. Our team advises throughout the review process, from initial scoping and evidence review through to reporting, responses to recommendations and any related proceedings.

### Services include

- Terms of reference support; governance and oversight; evidence review; witness support; disclosure and information governance; reporting; risk management; stakeholder coordination.

### Relevant experience

- We have considerable experience advising in respect of complex Public Inquiries and Inquests, across a wide range of areas, including the Post Office Horizon IT Inquiry, Grenfell Tower Inquiry and high-profile inquests, such as the 7-week inquest in 2024 concerning the death of a scout in 2018.
- We regularly support a range of charities and other public bodies in relation to Inquests. We also advise in respect of potential Public Inquiries under the Harbours Act 1964 and are regularly involved in planning appeals heard by Public Inquiry.

### Specific limitations or restrictions

- Scope should be confirmed on a matter-by-matter basis, particularly where formal inquiry, statutory inquiry, disclosure, privilege or public law considerations apply.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Andrew Perkins | Partner, Head of Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Anusheh Burcher | Partner, Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Public Inquiries – Support to Participants and Inquiries

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises organisations, public bodies and participants involved in public inquiries, investigations and related proceedings. Support includes evidence review, disclosure management, witness preparation, hearing support and coordination with parallel regulatory or criminal investigations.

### Services include

- Evidence and disclosure review; witness support and preparation; inquiry representation; Rule 9 and Rule 13 responses; regulatory investigation support; risk and reputation management.

### Relevant experience

- We represented St Mungo's as an Interested Person in a complex Article 2 inquest, supporting witness preparation, disclosure, pre-inquest reviews and representation throughout a 10-day jury inquest involving multiple legally represented parties.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Ian Manners | Partner, Head of Regulatory | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Public Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on public law issues involving procurement, planning, decision-making, governance, consultation, statutory powers, duties and judicial review risk, statutory interpretation and administrative law, supporting lawful processes, defensible decisions and challenge response strategy.

### Services include

- Public law advice; governance and decision-making; powers and duties; consultation; vires; judicial review risk; policy implementation; risk assessment; dispute avoidance and representing authorities in judicial review proceedings; statutory challenges (for example under the Town and Country Planning Act 1990); policy implementation; risk assessment; dispute avoidance; statutory interpretation; statutory instrument applications to extend or amend existing statutory powers, byelaws and other regulations.

### Relevant experience

- We advised London Borough of Wandsworth on a high-profile planning application involving Metropolitan Open Land, statutory duties and public law considerations. Following the grant of planning permission, the decision was challenged by way of Judicial Review. Our work included advising on statutory powers, consultation, legal risk, committee decision making and the defence of the subsequent challenge.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, statutory powers and agreed scope at instruction stage.

### Key contact/s

- James Falle | Partner, Procurement | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- David Richardson | Partner and Head of Planning & Infrastructure Consenting | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Lara Moore | Partner, Marine | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Public Law Litigation and Dispute Resolution

Applicable lots: Lot 3

### Capabilities and delivery

- Ashfords advises on public law disputes involving statutory powers, duties, governance, decision-making and judicial review. We support clients through early risk assessment, litigation strategy, court proceedings, appeals and negotiated resolution.

### Services include

- Judicial review proceedings; statutory challenges; public law disputes; appeals; litigation strategy; settlement and mediation; challenges to public authority decision-making; governance-related disputes.

### Relevant experience

- We acted for Littlehampton Harbour Board in a Judicial Review against Arun District Council concerning funding obligations under the West Sussex County Council Act 1972. The dispute related to essential harbour infrastructure works required to support the Board's statutory duties. Following a High Court hearing, judgment was handed down in the Board's favour and permission to appeal was refused.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity and agreed scope at instruction stage.

### Key contact/s

- Andrew Perkins | Partner, Head of Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Anusheh Burcher | Partner, Dispute Resolution | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Public Procurement Law

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords offers an end-to-end procurement service to local authorities, central government bodies, port authorities, private utilities and other contracting authorities covering procurements under the Procurement Act 2023, and the Provider Selection Regime.

### Services include

- Route-to-market strategy; procurement documents; bidder engagement; clarification, evaluation, moderation, award, standstill; contract management; challenge risk and dispute resolution / procurement litigation.

### Relevant experience

- We acted on behalf of a council to procure a contract for the design and construction of a facility for local training, enterprise, and industry. The team developed a procurement strategy based on the competitive flexible procedure under the Procurement Act 2023 to deliver the procurement within very limited timescales, working closely with the wider professional team to produce notices and tender documents, manage reporting of conflicts of interest, develop the scoring methodologies and construction documentation. Ashfords managed the process for the council, coordinating clarifications, moderating the evaluation, drafting assessment summaries, and dealing with complaints from dissatisfied bidders

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, procurement route and agreed scope at instruction stage.

### Key contact/s

- James Falle | Partner, Procurement | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Real Estate and Real Estate Finance

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on real estate, regeneration, development, acquisitions and disposals, landlord and tenant matters, site assembly, strategic land, property due diligence and real estate finance, with planning, construction, finance and property litigation input where needed.

### Services include

- Acquisitions and disposals; strategic regeneration; development projects; landlord and tenant; asset management; real estate finance; site assembly; property due diligence; delivery structures.

### Relevant experience

- Ashfords advised a city council following acquisition of a major shopping centre, providing ongoing asset management support across lettings, planning, licensing, real estate and property litigation to protect and enhance a key city-centre asset.
- Advising a major London Borough on a large mixed-use development social infrastructure project over 10 indicative phases including a new leisure centre, secondary school and six residential blocks along with associated infrastructure.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, lender / property requirements and agreed scope at instruction stage.

### Key contact/s

- Robin de Wreede | Partner, Head of Real Estate | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Restructuring and Insolvency

Applicable lots: Lot 2

### Capabilities and delivery

- Ashfords advises on supplier, partner and supply-chain insolvencies and restructuring, and the subsequent consequences (and mitigation) of insolvency.

### Services include

- Insolvency risk advice; counterparty insolvency; supplier failure response; contract risk; termination and transition; restructuring options and support; creditor claims; recoveries; enforcement; contingency planning.

### Relevant experience

- We provided urgent advice to a group of local authorities following the compulsory liquidation of a national healthcare equipment provider, supporting risk management, continuity of service, procurement, employment transfer issues, termination strategy and transition to alternative providers.
- We advised a local authority in connection with the purchase of a part complete housing development in circumstances where the group of development companies had collapsed into administration.
- We advised a local authority on the exit of a PFI initiative, where the local authority faced exposure to significant losses on the potential insolvency of the PFI partner operating a recycling facility.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, insolvency status and agreed scope at instruction stage.

### Key contact/s

- Melissa George | Partner, Head of Restructuring & Insolvency | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Statutory Civil Recovery

Applicable lots: Lot 3

### Capabilities and delivery

- Ashfords advises on statutory and civil recovery measures used to protect public assets and recover funds, property and other recoverable assets. Our team supports public sector organisations in pursuing recovery through statutory powers, insolvency processes, enforcement mechanisms and complex asset recovery actions.

### Services include

- Asset recovery; statutory recovery powers; civil claims; insolvency-related recovery actions; enforcement proceedings; recovery strategy; creditor claims; bankruptcy-related applications; settlement and reporting.

### Relevant experience

- We advised trustees in bankruptcy on creditor claims and asset recovery applications, including the recovery of high-value assets following the successful pursuit of judgment and bankruptcy proceedings.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, statutory powers and agreed scope at instruction stage.

### Key contact/s

- Anusheh Burcher | Partner, Commercial Disputes | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)

## Sustainable Finance / Green Finance

Applicable lots: Lot 1a, Lot 1b, Lot 1c and Lot 2

### Capabilities and delivery

- Ashfords advises on sustainable finance and green finance matters linked to public sector infrastructure, regeneration, renewable energy, environmental stewardship, investment, funding structures and procurement.

### Services include

- Green project finance; renewable energy funding; sustainable infrastructure; funding and security documentation; project structuring; environmental and planning interfaces; commercial contracts; risk allocation.

### Relevant experience

- We advised on the roll-out of energy efficiency (such as LED lighting), electric vehicle charging and on-site generation facilities (including roof-top solar and gas-fired CHP supported with heat supply through a private heat network) using a “behind the meter” model so that the “host” of the infrastructure could benefit from reduced energy demand and reduced energy costs savings from off-grid green/low carbon electricity and heat generation. The projects were structured so that they could be funded by way of receivables financing, supported by parent company guarantees, debentures and security over fixed assets. To support that financing structure, we focussed on ensuring that the energy service agreements provided for a balanced risk profile (with minimum offtake guarantees and performance guarantees) intended to stimulate off-balance sheet investment whilst securing infrastructure and gains in sustainability.

### Specific limitations or restrictions

- None - subject to conflict checks, capacity, lender requirements, green finance criteria and agreed scope at instruction stage.

### Key contact/s

- Rebecca Dury | Partner, Head of Banking & Finance | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)
- Jonathan Croley | Partner, Commercial & Projects | [tenders@ashfords.co.uk](mailto:tenders@ashfords.co.uk)



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