



ashfords

London Borough  
Legal Alliance  
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Ashfords LLP  
[ashfords.co.uk](http://ashfords.co.uk)

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## Introduction

“We are delighted to be appointed to the London Borough Legal Alliance Framework. Our appointment to Lot 1 and Lot 2 further emphasises the strength and depth of expertise we have to offer to the public sector.

We look forward to the opportunities that our appointment to the London Borough Legal Alliance Framework will bring and to working closely with the London Borough Legal Alliance members to help them deliver their goals over the coming months and years.”

David Richardson

Lead Partner and Joint Head of Public Sector  
London Borough Legal Alliance  
Relationship Manager



# Our expertise

## Bringing everything together

We have been a supplier to the public sector for more than 25 years, and every year we handle hundreds of instructions for our public sector clients. Our understanding of the demands on you, means that we can bring together our experience, skills, knowledge, and people to understand your problems and deliver solutions quickly – and so save you money.

Ashfords meets challenges head-on, and has an excellent track record of developing solutions for our clients in these demanding times. We are well aware of the political dimension of satisfying functions and the delivery of services and are experienced in operating in a public sector context.

## Meeting your needs

I am the lead relationship partner for the framework and have overall responsibility for the delivery of our services to you. However each instruction will be led by a specialist partner and a skilled project team. I am directly supported by the London Borough Legal Alliance account manager who is responsible for managing all instructions made through the framework.

We have a strong and vast team of public sector specialist lawyers with access to our wider firm for additional capacity. In this prospectus you will find further details of the services we can deliver Under Lot 1 and Lot 2, along with examples of our experience and key contacts.



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Relationship Manager

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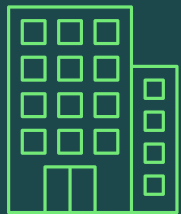
For bid/tender opportunities please contact:

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# Ashfords at a glance

Lawyers you can count on to deliver because we care as much as you do about getting the right result.

## Ashfords in numbers



**4** offices

in the UK.

**500+**  
people



working flexibly as part of our 'Ways of Working' framework.



**+70** countries

worldwide where we can support clients with their legal needs.

## Recognition



Recognised in  
**Legal 500**

in **35 practice areas** with **10 Leading Associates**, and a **25% increase** in top tier rankings.



Recognised  
by **Chambers**

**7** band 1 practice areas  
**40** band 1 - 3 lawyers  
**7** Up and Coming & Associates to Watch

Advised on the completion of

**over 150 deals**

helping clients as they take their businesses to the next stage.



Recognised by

**World Trademark Review**

as a leading UK trademark practice for the fifth year.

Ranked by

**Experian MarketIQ**

as one of the most active legal advisers by volume - top five in the South West.



## Environmental & community impact



Raising over £55k for **St Mungo's**, **The Ocean Conservation Trust** and **Trussell** as part of our 'Power of Three' fundraising programme.



**490+**

volunteering hours recorded across a wide range of projects.

**238tCO2e**

Tracking our carbon emissions and making environmental investments to mitigate those emissions including with various tree planting initiatives.

**575kg**

Food donated to local foodbanks in the South West and London.



**£6k**

To support the next generation of ocean guardians studying at Plymouth University's globally recognised Marine Institute.



**20**

Students welcomed as part of our social mobility work experience programmes, designed to promote wider access to a legal career.

# Our environmental strategy

Our aim is “to minimise the impact of our business on the environment”.

Ashfords recognises that our environmental impact primarily relates to the operation of our offices, use of office materials and IT equipment and travel of our employees.

## Our Environmental Policy outlines the steps we have taken to:

- **Manage** – manage the impact our operations have on the environment, making environmentally conscious decisions in the operation of our business and promoting a firmwide 'green' culture.
- **Minimise** – reduce our consumption of materials and energy, minimise waste and pollution, and meaningfully reduce our carbon footprint.
- **Improve** – actively improve the environment in the areas in which we live and work with a focus on increasing biodiversity.

## Recent highlights

- **0% of waste recycled to 63% waste recycled:** We changed our waste collection services to binit in May 2024. We now separate our waste at source and have a 63% recycling rate. Our previous 'zero waste to landfill' contractor incinerated our waste.
- **£10,000 donated to protect our oceans and marine habitats:** As part of our power of three charity initiative with the ocean conservation trust.
- **£6,000 donated to fund marine science:** Scholarships for marine-related postgraduate courses.

## How are we going to continue to improve?

- Creation of an Environmental Management System and look to gain formal accreditation ISO14001.
- Net Zero by 2040 - near term goal to reduce current reportable emissions (scope 2 and 3) and analyse complete scope 3 emissions to understand true carbon footprint and path to Net Zero by 2040, ahead of the UK 2050 target.
- Minimise consumption – Reduce, reuse and recycle.
- Improve the environment by working with environmental charities and making environmental investments.



# Lot 1 – Regeneration



# Regeneration

We provide legal advisory services in relation to regeneration related work for which local authorities require legal input including but not limited to:

- development agreements;
- joint ventures;
- large scale portfolio work;
- mixed use development;
- construction & regeneration;
- public procurement advice & tendering (including competitive dialogue);
- planning inquiries;
- complex planning agreements;
- site assembly;
- review of construction contract terms and conditions;
- review of warranties to sub-contractors and sub-consultants;
- agreement of contract terms and conditions for construction contracts with any successful contractor;
- environmental matters;
- related state aid;
- any dispute or litigation closely connected with a regeneration project;
- procurement in relation to regeneration;
- compulsory purchase in regard to development; and
- tax in relation to regeneration.

## Key people

**David Richardson** - Planning & Consenting Infrastructure Partner and Joint Head of Public Sector. He advises on all elements of planning and public law including planning obligations, CIL, planning appeals and judicial review, CPO and compensation.

**Robin de Wreede** - Real Estate Partner and Joint Head of Public Sector. He advises on public and private sector large scale strategic regeneration and development projects, acquisition and disposal, and landlord and tenant matters.

**James Falle** - Procurement Partner. Formerly Head of Procurement at Addleshaw Goddard, James brings extensive experience advising local authorities on major procurement projects and helping manage the full procurement process.

**Laura Reeve** - Construction Partner. Laura specialises in non-contentious construction work. She advises on complex, high value projects across Local Government, commercial, residential, retail/leisure and science/tech.



## Spotlight experience

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

Advising a major London Borough on its regeneration project to deliver over [45% affordable housing](#) as part of a wider regeneration programme for the borough including advising on:

- major new build bespoke development agreements;
- complex phasing, termination;
- insolvency provisions;
- financial modelling;
- construction and operational contracts; and
- performance bonds and guarantees.

We are advising the [RBKC](#) in relation to its Edenham Way regeneration project alongside [CBRE](#) and [Grant Thornton](#).

The regeneration will deliver market housing, social housing and intermediate housing as well as a commercial block. We have assisted RBKC to ensure this is delivered, using the procurement process as a tool to drive the correct behaviour from the selected development partner.

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

Lot 2 -  
Full range of  
legal services



# Litigation

We advise on:

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

## Spotlight experience

- We advised Devon County Council in respect of an £11.5m claim against design consultants and the contractor arising from the new build construction of a school. The School turned out to have major defect and had to be demolished and rebuilt.

Our role involved advising the Council on strategy, pursuing the claim, including obtaining expert evidence, instructing Counsel, issuing High Court proceedings, electronic disclosure, preparing and exchanging witness statements, preparation for trial, and representing the Council at mediation. The case was successfully settled following mediation.

# Housing

We advise on:

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

## Spotlight experience

- Advising the Duchy of Cornwall on the development and planning of its 4,000 unit 540 acre site at Nansledan.
- Advising a JV formed by a London Borough and an RP on a six year £130m regeneration scheme that developed 700 affordable homes, other mixed tenure houses and flats, and private sale homes.
- Advising Wandsworth Borough Council on a £250 million mixed use development of a large retail site.

# Employment

We advise on:

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

## Spotlight experience

- We provided advice to a large public sector organisation on:
  - strategic decisions and communications with staff;
  - technical TUPE and pension issues;
  - 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.

# General civil (including complex debt collection)

We advise on:

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

## Spotlight experience

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



## Construction

We advise on:

- construction contracts (standard forms such as JCT, NEC, IChemE and bespoke forms);
- building and engineering contracts, repairs and maintenance contracts, housing and regeneration contracts;
- consultants' appointments;
- development agreements;
- collateral warranties and letters of reliance;
- performance security: bonds and parent company guarantees; and
- construction disputes including proceeding by way of the pre-action protocol for construction and engineering disputes, adjudication, arbitration, litigation and mediation.

### Spotlight experience

- Advising on the Forder Valley development site, a £160 million housing scheme which will deliver a total development area of 71.37 hectares, of which 38.67 hectares will be given to the North Plymouth Community Park, plus land for an education centre, a city farm and a major new link road.
- Advising a London Borough on a major regeneration project to deliver over 45% affordable housing as part of a wider regeneration programme, including advising on major new build bespoke development agreements including complex phasing, termination and insolvency provisions.

## Landlord & tenant (including housing)

We advise on:

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



# Contracts

We advise on:

- advising on, drafting and negotiating agreements relating to commercial activities;
- supporting relationships including advising on rights and obligations, changes, termination / exit and transition between suppliers and advising on commercial / contractual reorganisations and restructuring including novation, assignments and changes in ownership;
- advising on public infrastructure regulation such as UK/EU regulation relating to energy, water, transport and telecommunication industries necessary to support commercial transactions and/or arrangements; and
- advising on grant funding including UK replacement grant funding post-exit date; and advising on, drafting and negotiating grant documents.

## Spotlight experience

- We are advising the RBKC in relation to its Edenham Way regeneration project alongside CBRE and Grant Thornton. The regeneration will deliver market housing, social housing and intermediate housing as well as a commercial block.

We have assisted RBKC to ensure this is delivered, using the procurement process as a tool to drive the correct behaviour from the selected development partner.

# Procurement

We advise on:

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

## Spotlight experience

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

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

## Education law & education projects

We advise on:

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

### Spotlight experience

- Advising on a wide range of HR and employment law issues, including the management of staff relations, and sensitive disciplinary issues.
- Securing residency for a mother and a specific issue order allowing her child to move schools, after she initially faced a lengthy court battle without legal representation.

## General planning

We advise on:

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

### Spotlight experience

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

## Highways agreements

We advise on all aspects of transport law (excluding rail), including:

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

### Spotlight experience

- Advising the Department for Transport on its development agreement with HS2 Limited as the delivery body for HS2. Advising the West Midlands Transport Executive on procurements.
- Successfully defending a transport and logistics company in a traffic commissioner public inquiry following alleged breaches of driver safety regulations, the working time directive, and maintenance requirements.

## Compulsory purchase orders / small scale development projects

We advise on:

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

### Spotlight experience

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

## FOI law, data protection & governance

We advise on:

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

### Spotlight experience

- Providing ongoing GDPR compliance advice to a major public utility following its demerger. This has included amending template data protection provisions, reviewing employee communications and updating privacy policies, as well as assisting with the procurement of GDPR-related services.
- Representing a Council in successfully defending an appeal to the ICO for a freedom of information request for confidential planning documents.

## Licensing

We advise on:

- licensing for sales of alcohol or regulated entertainment;
- taxi licensing;
- licences and permits for gambling;
- licensing due diligence; and
- advice on the Community Infrastructure Levy.

### Spotlight experience

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

## Pensions

We advise on:

- private and public sector pension schemes including the LGPS and NHS Pension Scheme;
- risk-sharing issues in procurement exercises, and related drafting;
- admission agreements, pension directions, and bonds/indemnities;
- exit deficit and exit credit issues within the LGPS; and
- the preparation of admission body policies on the exercise of discretions.

### Spotlight experience

- Preparing all admission agreements and bonds for two London Boroughs and associated schools.
- Drafting and negotiating LGPS risk-sharing provisions for a Local Authority in various outsourcing exercises, with a view to ensuring a fair risk-sharing profile with the appointed service providers, to help retain a high number of bidders and secure overall best value of the Local Authority.

## State aid (in relation to commercial matters & procurement)

We advise on:

- all aspects of subsidy control and legacy state aid;
- complex multi-funder projects and the application of procurement law;
- competition law;
- due diligence on supplier mergers with potential competition law implications; and
- competition considerations in responding to FOI requests, and the publication of supplier information.

### Spotlight experience

- We were instructed by the Council of the Isles of Scilly in relation to its organic thermal treatment and energy recovery project (the “OTTER Project”), which is a fundamental aspect of the Council’s “Smart Islands” programme with a capital cost of £1,930,000.

We provided a state aid report to the Council to evaluate the three primary sources of funding for the OTTER Project being the Council’s Local Enterprise Partnership, the Council itself and South West Water.



## Local authority companies

We advise on:

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

### Spotlight experience

- Preparing all Admission Agreements and Bonds for two London Boroughs and associated Schools; and
- Drafting and negotiating LGPS risk-sharing provisions for a Local Authority in various outsourcing exercises, with a view to ensuring a fair risk-sharing profile with the appointed service providers, to help retain a high number of bidders and secure overall best value of the Local Authority.

## Charity law

We advise on:

- all aspects of subsidy control and legacy state aid;
- complex multi-funder projects and the application of procurement law;
- competition law;
- due diligence on supplier mergers with potential competition law implications; and
- competition considerations in responding to FOI requests, and the publication of supplier information.

### Spotlight experience

- We acted for a charity which ran a care home for the elderly. The charity wanted to extend the use of the buildings as a hospice and to provide help for people in the local community.

The charity's constitution did not provide for these changes and the normal process was time consuming and expensive. We therefore advised the charity on how to set up a Community Interest Company to deliver these objectives, whilst mitigating the tax impacts. The CIC model gave the charity its desired outcome with less risk, delay, and expense than through the traditional route.

# Key contacts



**David Richardson**

**Partner / Head of Planning**

David jointly leads the firm's Public Sector practice. He advises on all elements of planning and public law including planning obligations, CIL, planning appeals and judicial review, CPO and compensation.



**Duncan Moors**

**Legal Director, Planning**

Prior to joining Ashfords in 2016, Duncan worked in-house for Teignbridge District Council for over 17 years, latterly as Solicitor to the Council and Deputy Monitoring Officer.



**Gareth Pinwell**

**Partner, Planning**

Gareth assists clients with pre-application appraisal for major residential, retail and renewable projects; drafting and settling Section 106 Agreements; and enforcement issues as they arise.



**Robin de Wreede**

**Partner / Joint Head of Real Estate**

Robin jointly leads the firm's Public Sector practice. He advises on public and private sector large scale strategic regeneration and development projects, acquisition and disposal, and landlord and tenant matters.



**Andrew Worley**

**Partner, Real Estate**

Andrew has particular expertise in franchise work with a food and drink element and transactions for SIPP/SSAS schemes and advises clients in respect of units at all stages of development both new and old in respect of registered and unregistered land.



**Tanya Edmonds**

**Legal Director, Housing**

Tanya deals with all aspects of acquisitions and development projects for RP's, HA's and DevCo's with a particular focus on s106 acquisitions, affordable land and build transactions, and associated intra-company arrangements.



**Sian Gibbon**

**Partner, Property Litigation**

Sian deals with a wide range of property disputes, acting for registered providers of social housing and the wider public sector, including regional development agencies, the police and education establishments.



**Mark Manning**

**Partner, Construction**

Mark specialises in complex building and engineering contracts and ancillary contract documentation as well as construction and engineering disputes.



**Stephen Homer**

**Partner, Construction**

As an expert disputes lawyer Stephen leads the firms adjudication and arbitration practice. He specialises in construction procurement and contentious construction and engineering matters.



**Laura Reeve**

**Partner, Construction**

Laura specialises in non-contentious construction work. She advises on complex, high value projects across Local Government, commercial, residential, retail/leisure and science/tech.

# Key contacts



**Ian Manners**

**Partner / Head of Business Risk & Regulation**

Ian advises clients on regulatory compliance and defence representation, with a particular focus on health & safety and environmental risks.



**Rebecca Dury**

**Partner / Head of Banking & Finance**

Rebecca acts on a range of financing transactions, including financings, acquisition finance, property and development finance, restructurings and refinancings, asset finance and invoice discounting.



**Clare Brewer**

**Partner, Banking & Finance**

Clare is a banking and project finance specialist with skills that cover both banking documentation and commercial contracts in the context of project financings, PFIs and PPPs.



**James Falle**

**Partner, Procurement**

James, formerly Head of Procurement at Addleshaw Goddard, brings extensive experience advising local authorities on major procurement projects and helping manage the full procurement process.



**Andrew Perkins**

**Partner / Head of Commercial Disputes**

Andrew specialises in shareholder litigation and disputes relating to commercial contracts, statutory and fiduciary duties, professional negligence and injunction applications.



**Suzie Miles**

**Partner, Commercial & IP**

Suzie has a breadth of experience in drafting and negotiating commercial/IT contracts including for bespoke software development, support and maintenance and the provision of software and hardware.



**Hannah Pettit**

**Associate, Commercial & IP**

Hannah advises on data protection matters and commercial contracts including software subscription agreements, IT framework agreements, consumer facing terms and franchise agreements.



**Su Apps**

**Partner, Employment**

Su advises on all areas of employment law from recruitment to end of employment and beyond. She regularly supports on outsourcing projects, corporate transactions and restructuring.



**Kirsty Cooke**

**Partner, Employment**

Kirsty advises private and public sector employers on all aspects of employment law and HR, particularly specialising in immigration related employment issues.



**Emily Bowden**

**Associate, Employment**

Emily supports through all stages of an employment relationship. She also advises on LGPS risk-sharing issues in Local Government outsourcing projects.

## Key contacts



**Jocelyn Ormond**  
Partner, Corporate

Jocelyn advises private equity, venture capital and other funds and public and private companies on mergers and acquisitions, joint ventures, minority investments, equity fundraisings and other strategic corporate and commercial transactions.



**Lara Moore**  
Partner, Marine

Lara acts for a range of Ports, Harbours, Local Authorities and Developers. She regularly advises on multi-million pound developments across the whole of the UK and has been described by Maritime Journal as a pre-eminent marine licensing lawyer.



**Kerry Morgan-Gould**  
Partner / Head of Trusts & Estates

Kerry advises clients on all matters arising out of contentious wills, trusts and estates. In addition, she also advises in relation to contentious Court of Protection matters.



**John Toth**  
Partner, Trust & Estates

John is a member of the Society of Trust and Estate Practitioners and the STEP Charities Special Interest Group. He advises on the establishment and restructuring of charities, mutuals and CICs.

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