

RM6374 Legal Panel for Public Sector

Lot 1B - Full Legal Service Provision

Lot 3 - Litigation & Disputes

Lot 4 - Projects and Complex Advice including PPP



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Introduction

Who Are We?

Anthony Collins Solicitors (AC) is a leading UK social-purpose law firm with a long-established track record of supporting contracting authorities, public bodies and organisations delivering public services. Our purpose is to improve lives, communities and society, and this shapes the way we advise, collaborate and deliver for clients.

We help clients make legally robust decisions, manage risk, secure value for money and deliver better outcomes for the communities they serve. We understand the pressures facing the public sector, including financial constraint, increasing demand, statutory duties, governance requirements, procurement reform, devolution, local government reorganisation and the need to demonstrate social value from public spend. Our advice is practical, proportionate and focused on helping clients deliver compliant, defensible and operationally workable outcomes.

We advise over 100 local authorities, 12 of the 15 largest charity providers and 184 registered social housing providers across England and Wales. Many of our lawyers have worked within or alongside public sector organisations, enabling us to provide advice that is legally robust, commercially aware and grounded in operational reality. Clients benefit from our deep understanding of public accountability, service delivery, resident and service-user impact, stakeholder scrutiny and the need to balance legal risk with operational priorities.

Through this framework, clients can access responsive, joined-up legal support across the full range of public sector requirements, from governance, procurement, contracts and disputes to regeneration, planning, housing, employment, social care, subsidy control and major transformation programmes.

As a certified B Corp and social-purpose firm, we combine legal excellence with a commitment to delivering measurable social impact, helping clients achieve compliant, defensible and operationally workable outcomes that create lasting community benefit.

We help public sector clients use legal services to support wider policy objectives, including community benefit, inclusion, sustainability, service resilience and long-term social value.

What to Expect when Working with AC

- **Advice that supports statutory duties and public accountability:** Clear, practical legal advice that helps you make robust decisions, evidence compliance and withstand scrutiny through your internal governance arrangements (be that your elected members, Board or trustees), regulators, auditors, courts, stakeholders and the public.
- **Support focused on value for money and service continuity:** Commercially aware advice that helps protect public resources, reduce avoidable risk, maintain essential services and deliver operationally workable outcomes.
- **Public sector specialists who understand your operating environment:** Lawyers experienced in local government, housing, health and social care, education, charities, procurement, regeneration and public law.
- **Responsive support through change and transformation:** Practical guidance on issues facing the public sector including procurement reform, planning changes, organisational change, devolution, service redesign, insourcing, outsourcing, joint ventures and major regeneration projects.
- **A collaborative extension of your in-house team:** Accessible lawyers who work alongside legal, procurement, finance, commissioning, governance and service teams to provide timely, proportionate and solutions-focused advice.

Why AC

- Proven experience advising a wide range of public sector and regulated bodies including over 100 local authorities.
- Strong understanding of public law duties, governance, procurement compliance, subsidy control, Best Value, social value and public accountability.
- Joined-up multidisciplinary support across legal specialisms commonly required by contracting authorities.
- Practical, risk-based advice that supports defensible decision-making, value for money and service delivery.
- Certified B Corp law firm with a clear commitment to measurable social, environmental and community benefit.



Team Structure



Who to Contact

Supplier Relationship Manager

Matthew Gregson
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Key point of contact for bid/tender opportunities:

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Mandatory Specialisms

Charities

Edwina Turner / Dominic Curran

Children & Vulnerable Adults

Jas Tamber

Commercial Litigation & Dispute Resolution

Ramjeet Kandola

Competition Law

Mark Cook / Sophie Mcfie-Hyland

Construction Law

Richard Brooks / William Hallett

Contracts

Mark Cook / Sophie Mcfie-Hyland

Corporate Law

Laura Jordan

Dispute Resolution & Litigation Law

Phil Scully

Education Law

Esther Campsall

Employment Law

Matthew Gregson

Finance & Investment

Jon Coane

Grants

Rumandeep Dhariwal
(Gayle Monk as senior)

Housing Law

Emma Hardman

Information Law including Data Protection Law

Ben Pumphrey

Information Technology Law

Rumandeep Dhariwal / Alex Lawrence

Intellectual Property Law

Emma Watt / Ben Pumphrey

Litigation & Dispute Resolution (inc. PPP)

Emma Riley / Emma Beynon

Outsourcing

Mark Cook

Planning Law

Stuart Evans / Max Howarth

Project & Asset Finance

Jon Coane

Projects & Transactions (Lot 4)

Emma Lloyd / Raj Flora-Seehra

Projects/PPP

Emma Lloyd / Emma Beynon

Property, Real Estate & Real Estate Finance

Jon Coane / Emma Lloyd

Public Inquiries - Support to Participants & Inquests

Tim Coolican / Lorna Kenyon-Pain

Public Law

Claire Ward / Sue Bearman

Public Law Litigation & Dispute Resolution

Ramjeet Kandola

Public Procurement Law

Mark Cook / Alex Lawrence

Public-Private Partnerships (PPP)

Emma Beynon / Alex Lawrence

Optional Specialisms

Corporate Finance

Jon Coane

Court of Protection

Donna Holmes

Debt Recovery

Ramjeet Kandola

Dispute Resolution & Litigation Law

Ramjeet Kandola

Emerging Policy & Legal Risk Advisory

Claire Ward / Sue Bearman

Employment Litigation

& Dispute Resolution (Lot 3)

Matthew Gregson

Energy & Natural Resources

Richard Brooks / Gayle Monk

Environmental Law

Gayle Monk

Financial Litigation

Ramjeet Kandola

Financial Services, Market & Competition Regulation

Mark Cook

Health & Safety

Tim Coolican / Lorna Kenyon Pain

Health, Healthcare & Social Care

Tim Coolican / Laura Jordan

Merger & Acquisition Activity

Laura Jordan

Partnership Law

Vic Jardine

Pensions Law

Doug Mullen

Private Law Litigation & Dispute Resolution

Ramjeet Kandola

Property & Real Estate Litigation & Dispute Resolution

Phil Scully

Sustainable Finance/ Green Finance

Adriana Klincova / Jon Coane



Social Value

As a certified B Corporation and social purpose law firm, creating positive social impact is central to our purpose of improving lives, communities and society. Through Strategy 2030, we have committed to doubling our social impact and achieving Net Zero by 2030. We align our approach with the Government's Social Value Model (PPN 002) and use our legal expertise, employment practices, community partnerships and environmental commitments to deliver measurable social value.

Championing Local Communities

How we Contribute

Our Social Purpose Volunteering (SPV) programme delivered over 2,080 hours of volunteering from 2023-2025. Participation in SPV activities increased by almost 60% in 2024/25, with colleagues supporting a wide range of community and social impact initiatives through volunteering, fundraising and skills-based support. We support charities and community organisations through volunteering, fundraising, pro bono activity and strategic partnerships.

Our Commitment

Increase participation in SPV and community partnerships through our new social impact framework as part of our commitment to double social impact by 2030.

Tackling Economic Inequality

How we Contribute

We improve social mobility through apprenticeships, mentoring, work experience, careers events and outreach. We have expanded engagement with non-Russell Group universities and schools serving disadvantaged communities to widen access to professional careers.

Our Commitment

Continue creating accessible pathways into employment through outreach, mentoring and apprenticeship opportunities.

Equal Opportunity

How we Contribute

Equity, Diversity and Inclusion is embedded throughout our governance framework through diverse reverse mentoring, inclusive recruitment practices, third party accreditations and Board-level oversight. Female partner representation has increased to 48%.

Our Commitment

Achieve our Strategy 2030 targets of 50% women and 20% ethnic minority representation within leadership roles by 2030.

Wellbeing

How we Contribute

Colleagues benefit from flexible working, mental health first aiders, an employee assistance programme and enhanced wellbeing support. Regular engagement surveys help shape firmwide wellbeing and inclusion initiatives.

Our Commitment

Continue investing in wellbeing, leadership capability and workplace flexibility to support a healthy, resilient and inclusive workforce.





Skills for the Future

How we Contribute

More than 75% of colleagues received skills-based training during 2024/25. We continue to invest in apprenticeships, mentoring, structured career pathways and leadership development programmes, including our business services career pathways framework.

Our Commitment

Continue expanding structured career pathways, leadership development programmes and skills-based training opportunities to support career progression across the firm.

Improving Life Chances

How we Contribute

Access to justice is central to our purpose. During 2024/25 we delivered more than 23,000 hours of legal aid work and expanded services through our Wolverhampton childcare hub, supporting an additional 139 families. We also launched Aida, a free AI-powered platform designed to improve access to legal support.

Our Commitment

Continue using legal expertise, innovation and technology to improve access to justice and support vulnerable individuals and communities.

Fighting Climate Change

How we Contribute

We are committed to achieving Net Zero by 2030. We have expanded Scope 3 emissions reporting, strengthened supplier sustainability requirements and continued development of our Carbon Reduction Plan.

Our Commitment

Deliver our commitment to achieve Net Zero by 2030 through implementation of our [Carbon Reduction Plan](#), strengthened supplier engagement, expanded Scope 3 reporting and science-based environmental targets.

Stewardship of the Environment

How we Contribute

Our Birmingham office refurbishment improved the building's EPC rating from E to A, while our Manchester office relocation achieved an EPC B rating, supporting long-term carbon reduction objectives. We have also strengthened sustainable procurement practices and environmental reporting.

Our Commitment

Publish environmental targets, embed sustainability into operational decision-making and strengthen environmental reporting across our business and supply chain.

Measuring Impact

To support accountability and continuous improvement, we are developing a social impact framework aligned to our B Corp commitments and Strategy 2030. This will enable us to measure, monitor and report progress against our commitment to double social impact by 2030.





Mandatory Specialisms





Charities (Lot 1b)

Our nationally recognised charities team advises on all aspects of charity law, including charity formation, governance, regulation, charity finance, fundraising and Charity Commission matters. We act for hundreds of charities, from community organisations to some of the UK's largest charitable bodies.

We are a leading adviser to the faith sector, acting for all major Christian denominations, including Church of England dioceses, Catholic dioceses and religious orders, the Baptist Union, the Methodist Church and Elim, advising national leadership teams and hundreds of local churches.

Our team is particularly known for its work in charity finance and fundraising. We advise on grants, social investment, secured lending, corporate partnerships, lotteries and community share issues, helping charities access funding while navigating complex legal, governance and regulatory requirements. We regularly work with ethical lenders and support charities on property finance and development projects.

Three of our lawyers are approved Interim Managers for the Charity Commission for England and Wales, reflecting the confidence placed in us. We also act for 12 of the 15 largest third-sector residential care providers in the UK, drawing on specialist expertise across charity law, property, construction, funding and social business to help organisations achieve their mission and maximise their social impact.

Unlocking Funding for Charities: We regularly act alongside Charity Bank on secured lending transactions for charitable borrowers, supporting projects ranging from grassroots community initiatives to major property developments, acquisitions and refinancings. Our role is to help charities and lenders navigate the complexities of secured funding, ensuring compliance with charity law, the Charities Act and wider regulatory requirements.



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Children & Vulnerable Adults (Lot 1b)

We provide specialist legal advice on a wide range of issues affecting children, families and vulnerable adults, supporting public bodies, care providers and individuals in complex and often sensitive situations. Our multidisciplinary team advises on child protection, public law children proceedings, adoption, safeguarding, mental capacity, deprivation of liberty, care funding, end of life decisions and the rights and responsibilities of public authorities.

Recognised as a leading practice in this field, we are regularly instructed in complex and high-profile matters involving vulnerable individuals. We combine legal expertise with a practical understanding of the challenges facing commissioners, social care teams, healthcare organisations and local authorities. Whether advising on individual cases, governance and decision-making, or the commissioning and delivery of care services, we help clients navigate risk, meet their statutory obligations and achieve outcomes that protect and promote the welfare of children and vulnerable adults.

Safeguarding a Vulnerable Child Following Serious Harm: We represented a child, through their Children's Guardian, in complex care proceedings following serious safeguarding concerns and the tragic death of a sibling. Our role included scrutinising evidence, reviewing care plans, advocating for the child's wishes and ensuring all decisions remained focused on their long-term welfare. Through careful case management and robust representation, we helped secure a safe and stable pathway to permanence with family members, while protecting the child's rights and ensuring appropriate support was in place during a sensitive transition.



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Commercial Litigation & Dispute Resolution (Lot 1b & Lot 3)

Our commercial litigation team combines deep sector knowledge with a pragmatic, solutions-focused approach to resolving disputes. We act for clients across our core sectors, including social housing, local government, health and social care, education and charities, helping them manage risk, protect their interests and achieve their objectives.

We advise on the full range of commercial and public law disputes, including contract disputes, professional negligence claims, judicial review, defamation and reputation management. Our lawyers understand the legal, regulatory and commercial challenges facing organisations in our key sectors, enabling us to provide advice that is both strategically focused and grounded in operational realities.

Whether dealing with sensitive governance issues, complex contractual disagreements or high-value claims, we work closely with clients to identify practical and cost-effective solutions. Our focus is always on achieving the best outcome, whether through negotiation, alternative dispute resolution or, where necessary, robust representation through the courts. By combining litigation expertise with a genuine understanding of our clients' sectors, we help organisations navigate complex disputes with confidence while remaining focused on their long-term priorities and purpose.

Planning Enforcement Injunction Protecting Green Belt Land: We acted for a local authority in complex planning enforcement proceedings against a landowner and business operator who breached enforcement and stop notices through unauthorised development on protected green belt land. Ongoing appeals and planning applications required urgent action to prevent further harm.

Our team developed the litigation strategy, prepared evidence and secured an interim injunction despite procedural and timing challenges. The injunction prevented further unauthorised development, enabling the authority to protect valuable green belt land and achieve a successful enforcement outcome.



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Competition Law (Lot 1b & Lot 4)

Our competition, subsidy, procurement and public contracts specialists help clients navigate complex regulatory frameworks, manage risk and deliver compliant, value-driven procurements. We advise across the health, social care, local government, housing and infrastructure sectors, combining legal expertise with a deep understanding of the operational challenges facing public bodies and service providers.

Our team is at the forefront of procurement reform, supporting clients to implement the Procurement Act 2023 and Provider Selection Regime through training, policy reviews, governance updates and practical compliance tools. We regularly advise on high-profile and high-value procurement projects, disputes and challenges, including healthcare, housing maintenance, highways, waste management and major regeneration programmes.

We are recognised for our expertise in procurement disputes, helping clients successfully respond to challenges, manage contract risks and achieve favourable outcomes. We also advise on a full range of competition and subsidy control matters, including legacy state aid, innovative green energy, social value and long-term partnering projects.

We provide anti-competitive conduct, abuse of dominance and merger control, through specialist external advisers as required.



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Subsidy Control Advice for £90m Regeneration Programme: We advised Blackpool Council on the subsidy control aspects of securing up to £90 million of Homes England funding for a major regeneration programme. Our team provided a detailed subsidy control opinion, demonstrating compliance with the UK regime and identifying practical measures to mitigate subsidy risks where third parties were involved in delivery, enabling the project to proceed with confidence and regulatory assurance.



Construction Law (Lot 1b & Lot 4)

Our construction team advises on procurement and contracts for complex development, infrastructure and maintenance projects across local government and social housing. Recognised for our expertise in both capital, maintenance and FM requirements, we support clients through the full project lifecycle, from procurement and contract drafting to project delivery, dispute resolution and asset management.

We advise on all aspects of construction law, including NEC and JCT contracts, major construction and infrastructure projects, and both contentious and non-contentious matters. Our expertise spans procurement, building safety, delay and defects claims, PFI arrangements, insolvency issues and resolving construction disputes.

We are particularly known for our work on large-scale regeneration, investment and highways projects, as well as our specialist knowledge of NEC contracts and the NHF Schedule of Rates Form of Contract. Our experience also includes decarbonisation, renewable energy, heat networks and modern methods of construction. By combining construction, procurement, housing and regulatory expertise, we help clients deliver complex projects, manage risk and achieve value for money while navigating an evolving legal and regulatory landscape.

North Weald Airfield Control Tower Development: We advised on and drafted the construction contract for a new Air Traffic Control Tower and firefighting station at North Weald Airfield, a strategically important development within an operational aerodrome for Epping Forest District Council.

Highways Maintenance: We advised Herefordshire Council on the procurement and contract approach for its highways term maintenance contract. Using the competitive flexible procedure and the NEC TSC, we guided the client through the process on an “end to end” basis with a successful outcome to time and budget.



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Contracts (Lot 1b & Lot 4)

Our commercial contracts team helps organisations structure, negotiate and manage complex commercial relationships with confidence. We advise on all aspects of contract and commercial law, supporting clients across the public, housing, health, social care, social business and charity sectors.

Our expertise covers the drafting and negotiation of a wide range of commercial agreements, including contracts for goods and services, outsourcing arrangements, agency and distribution agreements, concession contracts, shared services arrangements, joint ventures and construction and infrastructure projects. We also advise on contract management, variations, restructurings, novations, assignments, supplier transitions and termination strategies, helping clients manage risk and maintain effective commercial relationships.

In addition, we support clients in navigating modern slavery and supply chain compliance requirements, as well as regulatory issues affecting major infrastructure, public sector and service delivery projects. We advise on the design and establishment of grant competitions, subsidy control compliance, funding determinations, and the development of associated funding terms, conditions and project documentation. We also prepare and negotiate grant funding agreements, including arrangements for onward distribution of funding to third parties.

Supporting a London Borough: We provide ongoing commercial contracts, procurement and governance support to the London Borough of Islington across a range of frontline services. Acting as an extension of the Council’s legal team, we advise on service contract variations, grant agreements, construction contracts and governance matters. Our support enables the Council to progress service-critical projects efficiently, maintain legally robust and compliant contractual arrangements, and ensure the uninterrupted delivery of essential services to residents.



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Corporate Law (Lot 1b)

Our corporate team provides commercially focused advice on all aspects of corporate law, supporting clients through transactions, growth, restructuring and governance matters. We act for a diverse client base, from charities and local providers to national organisations, investors and recognised sector brands.

With particular strength across the health, social care, housing, education, charity and public sectors, we advise on mergers and acquisitions, corporate finance, equity investment, share acquisitions and disposals, joint ventures, partnership arrangements and corporate restructurings. Our expertise also extends to company law, directors' duties, company secretarial services, securities, governance matters, ownership restructuring and the establishment of corporate vehicles, including government-owned companies and joint ventures.

The team has advised on a wide range of significant transactions, including care sector acquisitions and disposals, private equity investments, supported living and senior living projects, employee ownership transitions and strategic growth initiatives. By combining technical excellence with deep sector insight, we help clients complete complex transactions efficiently while achieving their strategic and commercial objectives.

Black Country Innovative Manufacturing Organisation Acquisition (BCIMO): We advised Dudley Metropolitan Borough Council on the acquisition of BCIMO from administrators. Working to an accelerated timetable, we helped secure the future of the facility, protect jobs, maintain continuity for occupiers and support future investment, innovation and economic growth across the region.



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Education Law (Lot 1b)

Our education team provides specialist legal advice to schools, academies, multi-academy trusts, colleges, universities and other education providers across England and Wales. Combining deep sector knowledge with practical, commercially focused advice, we support clients on the full range of strategic, operational and governance matters affecting education organisations.

Our expertise spans academy conversions and transfers, governance and regulatory compliance, safeguarding, admissions, exclusions, employment and HR matters, pupil and parent issues, commercial contracts, construction and estates projects, student accommodation, procurement, disputes and litigation. We also advise on mergers, reorganisations and strategic growth projects, helping education providers navigate change with confidence.

By drawing on expertise from across our full-service firm, we help education clients manage risk, meet their regulatory obligations and create environments in which pupils, students and communities can thrive.

Managing a Sensitive School Behaviour Matter: We advised a Multi-Academy Trust on a complex and sensitive matter involving escalating parental behaviour that posed safeguarding, operational and reputational risks. Drawing on our expertise in education law, safeguarding and governance, we provided urgent strategic advice, implemented measures to protect staff and maintain pupil welfare, and supported the Trust in taking proportionate and legally robust action. Our intervention helped de-escalate the situation, restore stability and enable the Trust to fulfil its safeguarding responsibilities with confidence.



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Dispute Resolution & Litigation Law (Lot 3 & Lot 1b - optional)

We advise local authorities, registered providers, health and social care organisations, charities, educational establishments and other public sector bodies on complex disputes and litigation. Combining sector expertise with a practical approach, we support clients through contractual disputes, judicial reviews, planning and enforcement proceedings, and other high-risk challenges to achieve clear, defensible outcomes.

The team provides support across the full life cycle of disputes, from early strategic advice and pre-action negotiations through to court proceedings, judicial review claims, statutory challenges, injunction applications and alternative dispute resolution. Advice is tailored to the client's wider objectives, helping organisations manage risk, protect services and resources, and make informed decisions in complex and often sensitive circumstances. The focus is on resolving disputes efficiently where possible while maintaining a robust approach when formal proceedings are required.

By working collaboratively with colleagues across the firm and external advisers where required, the team delivers practical, commercially focused advice that helps clients protect services, manage risk and continue delivering positive outcomes for the communities they serve.

Protecting Public Sector Decision-Making: We advised Nottingham City Council in defending two connected claims arising from the execution of a Mental Health Act warrant. Working closely with the NHS Trust, we developed the defence strategy, successfully challenged weaknesses in the claims, and secured strike out of both proceedings, refusal of permission to appeal, a General Civil Restraint Order against the claimant, and costs awards for both defendants.



Ramjeet Kandola
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Employment Law (Lot 1b)

Our employment team provides practical, commercially focused advice on all aspects of employment law, helping clients manage workforce issues, navigate change and minimise risk. We are particularly recognised for our expertise across the local government, social housing, education, charity and social care sectors, advising organisations on some of their most complex people challenges.

We advise on both contentious and non-contentious employment matters, including TUPE, outsourcing, insourcing, restructures, redundancies, reorganisations, changes to terms and conditions, equality and discrimination issues, investigations, grievance and disciplinary processes, whistleblowing, trade union matters and Employment Tribunal claims.

Combining deep sector knowledge with an understanding of the regulatory, governance and financial pressures facing public sector and quasi-public sector employers, we deliver pragmatic solutions that protect organisations, support effective workforce management and enable clients to focus on delivering vital services to their communities.



Matthew Gregson
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Employment Tribunal Defence: We provide ongoing Employment Tribunal support to a London Council, managing a regular caseload of claims spanning unfair dismissal, discrimination, whistleblowing and contractual disputes. Working as an extension of the client's HR and legal teams, we advise on litigation strategy, settlement opportunities, risk management, witness preparation and hearings. Our pragmatic, cost-conscious approach helps the organisation minimise financial and reputational risk while achieving favourable outcomes across multiple claims each year.

Innovative Workforce Transformation: We advised a public sector client on implementing an innovative workforce model following a successful four-day working week trial. Supporting the design of the new approach, contractual framework and employee communications, we helped the council reduce staff turnover and agency costs while maintaining service delivery and operational efficiency.



Finance & Investment (Lot 1b)

Our team advises borrowers, lenders, investors and public sector organisations on a wide range of funding and financing arrangements. Combining technical expertise with deep sector knowledge, we help clients structure transactions, manage risk and access the funding needed to achieve their strategic objectives.

We advise on all aspects of finance law, including banking and lending transactions, acquisition finance, project finance, asset finance and secured lending. Our experience also encompasses loan agreements, guarantees, security arrangements, investment matters, restructurings and insolvency, as well as complex financing arrangements supporting property, infrastructure and service delivery projects.

With particular strength across the social housing, public sector, health, social care, charity and education sectors, we regularly support clients on innovative funding structures, social investment, development finance and major capital projects. By combining commercial insight with practical legal advice, we help clients secure investment, complete transactions efficiently and deliver sustainable long-term growth.

Local Authority Funding Consortium: We advised a consortium of seven local authorities on a £40 million revolving loan facility for a registered provider of social housing. The transaction required the alignment of multiple funding arrangements while balancing lender oversight with borrower flexibility. We developed and negotiated bespoke funding documentation, creating an innovative structure that enabled the local authorities to generate income from investment while supporting the delivery of affordable housing. The arrangement also helped the borrower diversify its funding sources and access flexible long-term finance.

Grants (Lot 1b)

We advise public sector bodies, housing providers, charities and social enterprises on the design, award and administration of grant funding arrangements. Our team supports clients in developing compliant grant schemes, designing allocation and assessment processes, and navigating the public law and subsidy control considerations that arise when distributing public funds. We draft and negotiate grant funding agreements, grant determination letters, memorandums of understanding and related documentation, ensuring funding objectives are achieved while appropriately managing risk and accountability. We also advise on amendments, variations and grant recovery provisions, helping clients implement effective funding programmes that deliver social value and withstand legal scrutiny.

Our experience spans a wide range of grant and funding arrangements, including government funding programmes, regeneration and decarbonisation initiatives, social investment projects and multi-partner funding schemes. We provide practical, commercially focused advice that enables clients to distribute and receive funding confidently while maintaining compliance with subsidy control requirements and wider regulatory obligations.

Brownfield Regeneration Grant Funding: We advised a local authority on securing up to £90 million in Homes England grant funding to support a major regeneration programme. We advised on subsidy control, negotiated the funding agreement and delivery arrangements through the authority's wholly owned development company, enabling funding to be secured at pace and supporting the delivery of housing, infrastructure and wider regeneration objectives.



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Housing Law (Lot 1b)

Our housing team is one of the largest and most experienced in the UK, advising registered providers, local authorities and other housing organisations on all aspects of housing law. We support clients across the full housing lifecycle, combining sector-leading expertise with a deep understanding of the regulatory, operational and funding challenges facing the sector.

Our expertise covers landlord and tenant law, social housing regulation, leasehold and commonhold matters, housing quality and safety, housing management, eviction, governance, funding, development, construction, procurement, rents and service charges, management and service level agreements, and dispute resolution. We regularly advise on complex litigation, disrepair claims, stock rationalisations, mergers, regulatory engagement and major property and development projects.

With strong relationships across the sector and a longstanding commitment to improving lives, communities and society, we help clients navigate change, manage risk and deliver safe, sustainable homes. By bringing together specialists from across legal disciplines, we provide practical, commercially focused advice that supports both day-to-day operations and long-term strategic objectives.

Tackling Persistent Anti-Social Behaviour: We acted in a complex and long-running anti-social behaviour case involving repeated breaches of a court injunction. Through strategic litigation, including a successful High Court appeal and possession proceedings, we secured an agreement for the tenant to vacate the property, bringing an end to years of disruption for neighbouring residents. Our approach protected the client's interests, supported affected residents and delivered a practical resolution to a highly challenging matter.



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Information Law Including Data Protection Law (Lot 1b)

Our Data Governance team advises public, private and third sector organisations on the use, management and protection of information, helping clients navigate an increasingly complex legal and regulatory landscape. We combine specialist legal expertise with a practical understanding of the operational challenges involved in handling personal, confidential and commercially sensitive information.

We advise on all aspects of UK data privacy and information law, including information governance frameworks and compliance programmes, data sharing arrangements, international data transfers, privacy and transparency obligations, subject access (and other information rights) requests, as well as Freedom of Information and Environmental Information Regulations requests. We also support clients with regulatory investigations, data breaches, compliance programmes and the data governance implications of AI technologies and digital transformation projects.

By combining data protection, regulatory, technology and sector expertise, we help clients manage risk, maintain compliance and build confidence in the way information is collected, used and shared.

Governance & Data Protection Support: We advised a large Registered Provider on a range of governance, regulatory and information governance matters, including subject access requests, data privacy issues and the implementation of new technology for customer services. Our support included drafting privacy notices, advising on data protection impact assessments, developing NHF Code of Governance-compliant policies and procedures, and providing board governance and regulatory advice. By combining governance, regulatory and data protection expertise, we helped the client strengthen compliance, manage risk and maintain effective organisational oversight.



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Information Technology Law (Lot 1b)

Our technology, data and digital team advises clients on the legal, regulatory and commercial issues arising from digital transformation, technology procurement and the increasing use of data-driven services. We support organisations across the public, housing, health, social care, education and charity sectors to procure, implement, manage and protect critical technology and digital infrastructure.

We advise on all aspects of IT and technology law, including technology and telecommunications contracts, software licensing, cloud services, managed services, e-commerce, artificial intelligence, digital platforms, IoT and emerging technologies. Our expertise also covers cyber security, data governance, digital rights, contract restructuring, service transitions and exit arrangements, helping clients manage risk while enabling innovation.

Working closely with specialists across commercial, procurement, regulatory and information governance disciplines, we deliver practical, future-focused advice that helps clients adopt new technologies confidently, maintain compliance and realise the full value of their digital investments.

AI, Data Protection & Customer Services: We advised a large Registered Provider on the deployment of an AI-enabled customer services platform. Our support included reviewing data protection risks, assessing the use of customer and employee data, advising on governance and transparency requirements, and scrutinising the vendor's AI model and controls. By helping the client develop a robust legal framework and mitigate privacy, bias and security risks, we enabled the safe and compliant adoption of AI technology to enhance customer service delivery.



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Intellectual Property Law (Lot 1b)

Our team help clients protect, manage and maximise the value of their intellectual assets. We advise on all aspects of intellectual property law, supporting organisations across the public, housing, health, social care, education and charity sectors.

Our expertise covers both contentious and non-contentious matters relating to copyright, trademarks, database rights, trade secrets and confidential information, working in partnership with specialist attorneys to cover client needs in relation to patents and design rights. We also advise on the ownership, assignment, licensing, commercialisation and exploitation of intellectual property, helping clients safeguard innovation, protect their reputation and unlock commercial value. Working closely with our corporate, commercial and litigation specialists, we provide practical, commercially focused advice that helps clients manage risk, resolve disputes efficiently and ensure intellectual property is effectively protected and utilised.

Excluded from our service offering are patents and registered design rights, for which we engage specialist external advisers as required.

Protecting & Maximising a National Charity Brand: We advised Mind, a leading national charity on the protection and commercialisation of its brand, including licensing its trademarks to fundraising partners and collaborators. Our support has included negotiating brand arrangements with network members and advising on high-profile licensing agreements with national television production companies, helping to safeguard brand integrity while enabling strategic partnerships and fundraising opportunities.



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Litigation & Dispute Resolution (Lot 4)

Our team advises on all aspects of litigation arising from complex projects, commercial arrangements and public sector decision-making. We support local authorities, registered providers, health and social care organisations, educational institutions, charities and other public sector bodies in resolving high-value and strategically significant disputes, combining sector expertise with a pragmatic, commercially focused approach.

We advise on a broad range of matters, including PFI and infrastructure disputes, commercial contract claims, project-related disputes, professional negligence claims, judicial review proceedings, procurement disputes, governance challenges and reputation management issues. Working closely with colleagues across our projects, commercial, procurement, construction, governance and property teams, we provide coordinated support throughout the lifecycle of major projects, helping clients to identify and manage risk, avoid disputes where possible and achieve swift, cost-effective resolutions when issues arise.

Recognised for our local government and public sector expertise, we are appointed to major frameworks including the London Boroughs Legal Alliance (LBLE) and advise more than 100 councils nationally. Our experience includes disputes arising from major regeneration, housing, infrastructure and outsourced service delivery projects, as well as complex public law challenges involving strategic decision-making and service transformation programmes.

£200m PFI Waste Management Dispute: We advised a local authority on a £200m PFI waste management dispute that progressed from adjudication to Technology and Construction Court proceedings over seven years. The matter involved a complex long-term contract, historic issues spanning more than 25 years, and the review of hundreds of thousands of documents.

We successfully guided the authority through adjudication, defended subsequent litigation, and supported a mediated settlement. Alongside resolving the dispute, we provided ongoing commercial and procurement advice to improve contract performance, helping to avoid a costly trial, protect frontline service delivery and secure a commercially sustainable outcome.

Outsourcing (Lot 1b)

We are recognised for advising on complex outsourcing, insourcing and service transformation projects across the public, housing, health and social care sectors. Our team supports clients through every stage of the outsourcing lifecycle, including first and subsequent generation outsourcing, business process outsourcing, IT and technology procurements, and strategic re-procurements.

We provide end-to-end advice on procurement strategy, contractual structures, governance, risk allocation and implementation, helping clients deliver compliant, commercially effective arrangements.

Our experience spans major contracts for repairs and maintenance, waste management, highways, grounds maintenance, leisure and libraries, digital services and IT, facilities management, and adult social care and children's services, alongside advice on procurement reform, contract management and dispute resolution to ensure successful long-term.

Waste Management Services Procurement: We advised two unitary local authorities on the procurement of residual waste treatment and household waste recycling centre services through complex competitive dialogue processes. The projects were critical to maintaining essential public services and meeting statutory obligations, while navigating local government reorganisation, service separation requirements and challenging mobilisation timescales. Our team provided end-to-end support, including procurement strategy, procurement documentation, contract drafting and negotiation, bidder dialogue, evaluation, governance and contract finalisation. Through practical, solutions-focused advice, we enabled the successful award and implementation of four major contracts, ensuring continuity of service and compliant procurement processes.



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Projects & Asset Finance (Lot 4)

We advise on all aspects of project, infrastructure, asset and structured finance, supporting clients to secure, structure and implement funding arrangements for complex projects and long-term investments. Our team acts for local authorities, registered providers, charities, social businesses and private sector organisations on a broad range of financing transactions, delivering clear, commercially focused advice tailored to their objectives.

Our experience includes project finance, Public Private Partnerships (PPP), asset finance, development and regeneration funding, grant-funded projects, joint ventures and other structured financing arrangements. We advise on funding structures, security packages, risk allocation, contractual frameworks, governance requirements and regulatory considerations, helping clients manage complex stakeholder relationships and funding streams.

Working closely with colleagues across procurement, construction, property and governance, we provide integrated support on the financing of major housing, regeneration, energy, waste and infrastructure projects. Our focus is on delivering legally robust and commercially viable funding solutions that support successful project delivery and long-term value.

Capital Markets & Affordable Housing Funding: We advised a large registered provider on securing £100 million of funding through a £60 million private placement and a £40 million Affordable Housing Guarantee Scheme loan. This was the organisation's first capital markets transaction and involved complex funding, security and governance arrangements. Our multidisciplinary team advised on funding documentation, security structures, property charging, investor requirements and board approvals, helping the client navigate challenging market conditions and successfully secure funding to support future investment in affordable housing.



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Projects & Transactions (Lot 4)

Our team provides coordinated, end-to-end legal support for complex commercial, regeneration and infrastructure projects. Drawing on expertise from across our full-service firm, we bring together specialists in local government, procurement, construction, property, planning, funding, governance, employment and regulatory law to deliver seamless support throughout the project lifecycle.

We advise on a wide range of strategic projects, from major infrastructure and regeneration schemes to service transformation initiatives, development programmes, joint ventures and commercial transactions. Our sector-focused approach means we understand the operational, financial and regulatory challenges facing public sector organisations, registered providers and other organisations delivering vital services.

Working as an extension of our clients' teams, we provide practical project management of the legal workstream, helping stakeholders navigate complexity, manage risk and maintain momentum. By combining technical legal expertise with a collaborative and solutions-focused approach, we help clients deliver successful projects and transactions that achieve their strategic objectives and create lasting value for communities.



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Stafford Town Centre Regeneration: We have been advising Stafford Borough Council on its £22 million town centre regeneration programme, providing end-to-end legal support across property acquisitions, planning, funding, procurement, lease management and redevelopment. Working as part of a multidisciplinary team, we helped secure key town centre sites, manage complex legal and commercial risks, and support the demolition and redevelopment of major assets. Our coordinated approach has enabled the Council to progress a flagship regeneration project, unlocking new homes, commercial space and community infrastructure to support long-term economic growth.



Projects/ Public-Private Partnerships (PPP) (Lot 1b & Lot 4)

We provide coordinated, end-to-end legal support for complex projects, infrastructure programmes and public-private partnership (PPP/PFI) arrangements. Drawing together specialists from across our firm, we offer seamless advice covering procurement, commercial contracts, construction, real estate, finance, pensions, employment, governance, information law and dispute resolution, ensuring every aspect of a project is aligned and efficiently managed.

Our team advises on the full lifecycle of infrastructure and PPP projects, from initial structuring and procurement through mobilisation, contract management and operational delivery, to refinancing, transformation, dispute resolution, expiry planning and exit. We have particular expertise supporting public sector bodies, housing providers and other regulated organisations, helping them balance commercial objectives with regulatory requirements, stakeholder expectations and public accountability.

In addition to delivering specialist legal advice, we provide practical project management of the legal workstream, coordinating legal inputs across disciplines, managing risks proactively and ensuring timely, pragmatic decision-making. Whether supporting a major infrastructure procurement, managing a live PFI contract, resolving performance issues or planning for contract handback, we help clients protect value, maintain service continuity and achieve successful project outcomes.

Delivering Strategic PFI Contract Variations: We advised a local authority on two major variations to a PFI street lighting contract: a £10m LED replacement programme and the introduction of telecommunications infrastructure across the network. Working with in-house teams, investors and funders, we navigated complex contractual arrangements, stakeholder negotiations and tight delivery timescales. Our pragmatic approach enabled the programme to proceed on schedule, delivering cost savings, supporting sustainability objectives and allowing overnight street lighting services to be reinstated for local communities.



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(Property), Real Estate & Real Estate Finance (Lot 1b, Lot 3 & Lot 4)

Our team advises on the full spectrum of property and property finance matters, supporting public sector bodies, registered providers, investors and developers through every stage of the asset lifecycle. We advise on acquisitions and disposals, strategic land assembly, regeneration projects, development agreements, compulsory purchase, landlord and tenant matters, agricultural land, portfolio management, site redevelopment and secured lending transactions.

Working alongside specialists in planning, construction, governance, tax, funding and dispute resolution, we deliver coordinated advice on complex projects involving mixed-use developments, affordable housing, public sector regeneration and infrastructure.

We also have extensive experience advising on overage, clawback, option and promotion agreements, development funding structures, refinancing arrangements and property-related disputes. With one of the largest social housing teams outside London and longstanding relationships across the local government and housing sectors, we help clients unlock opportunities, manage risk and deliver lasting social and commercial value.

Securing Affordable Homes Through Regeneration: We advised a local authority on the acquisition of 78 affordable homes within a major mixed-use regeneration scheme. The transaction involved complex development, funding and building safety considerations, together with multiple stakeholder interests. We negotiated development obligations, funding protections, warranties and step-in rights to manage delivery and insolvency risks while ensuring compliance with planning and safety requirements. The project will deliver much-needed affordable housing, providing certainty of delivery and long-term value for the local community.



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Public Inquiries – Support to Participants & Inquests (Lot 1b)

We support public sector organisations, housing providers, health and social care organisations, charities and individual witnesses involved in public inquiries, investigations and inquest proceedings. We are often instructed following serious incidents where organisations face multiple, overlapping processes including coronial investigations, regulatory scrutiny, safeguarding enquiries, complaints, enforcement action and public interest concerns.

Our team supports from the immediate aftermath of an incident through to representation at hearings, assisting with internal investigations, evidence gathering, witness statements, disclosure exercises, engagement with inquiry teams and coroners, management of legal and reputational risk, and the instruction and coordination of counsel. We also advise participants in major statutory inquiries, including on witness preparation and Maxwellisation issues.

We combine sector knowledge with technical expertise in regulatory and investigatory processes, helping clients respond confidently to scrutiny while meeting their legal obligations, protecting organisational interests and identifying opportunities for learning and improvement.

Managing a Complex Multi-Agency Inquest: We acted for a supported living provider in relation to the death of a young adult with severe learning disabilities. The matter involved multiple interested persons, extensive witness evidence and parallel police investigations. We advised from the outset, preparing witness statements, supporting frontline staff and senior management, coordinating counsel and managing the provider's participation throughout the proceedings. Despite significant scrutiny and a number of legal and factual complexities, the Coroner made no criticism of the provider's care and did not issue a Prevention of Future Deaths report. Our support helped protect the organisation's position while ensuring staff were fully prepared and supported throughout a highly sensitive process.



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Public Law (Lot 1b & Lot 4)

Our team advises public bodies, regulators and organisations delivering public services on complex governance, regulatory and decision-making issues. Combining deep sector knowledge with practical insight, we help clients navigate legal and constitutional obligations while managing risk and delivering effective public services.

We advise on all aspects of public law, including constitutional and administrative law, governance, judicial review, public inquiries, regulatory matters. Our expertise extends across local government, housing, health and social care, education and the wider public sector, including matters involving devolution and emerging governance structures.

Many of our lawyers have worked within or alongside public sector organisations, giving us a strong understanding of the political, operational and financial challenges our clients face. By combining legal expertise with a pragmatic approach, we help clients make robust decisions, maintain compliance and confidently respond to challenge.



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Local Enterprise Partnership Transition: We advised Kent County Council on the transfer of South East LEP functions into local democratic structures following government reforms. Working across governance, employment, funding and contractual matters, we coordinated the complex transition of programmes, staff, funding and accountability arrangements. Our multidisciplinary approach ensured a seamless transfer, safeguarded key roles, secured the continuation of multi-million-pound funding streams and enabled the Council to maintain delivery of important economic development programmes with minimal disruption.



Public Law Litigation & Dispute Resolution (Lot 1b & Lot 3)

We advise public sector organisations, housing associations, charities and other regulated bodies on all aspects of public law litigation and dispute resolution. Our work most commonly involves defending judicial review claims and statutory appeals brought against public authorities, helping clients protect key decisions, maintain service delivery and manage legal risk.

We advise on judicial review proceedings, statutory appeals, investigations, regulatory challenges and pre-action disputes, providing strategic support from the earliest stages through to court and tribunal proceedings. Where appropriate, we seek to resolve disputes through negotiation and alternative dispute resolution, helping clients achieve efficient and proportionate outcomes.

With deep experience across local government, social housing, health, social care and the charity sector, we understand the unique pressures facing public authorities. We combine sector knowledge with robust legal expertise, helping clients defend decisions confidently and achieve the best possible outcome.



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High Court Judicial Review: We have acted for numerous Local Authorities in defending judicial review claims against them. One such example is acting for a local authority in defence of a Judicial Review claim brought against its decision to grant outline permission for a residential development. Whilst the Grounds relied upon were defended, the claim was also brought out of time so we sought dismissal on that basis. A permission hearing took place and, ultimately, permission was refused and the claim dismissed.

Public Procurement Law (Lot 1b & Lot 4)

Our team advises contracting authorities, and suppliers on all aspects of procurement law, from strategy and procurement design through to contract award, implementation and dispute resolution. We are at the forefront of procurement reform, helping clients navigate the transition to the Procurement Act 2023 and the evolving regulatory landscape.

We advise on the Procurement Act 2023, the Public Contracts Regulations 2015, Concession Contract Regulations 2016 and the Provider Selection Regime. Our expertise covers the full procurement lifecycle, including procurement strategy, specifications, tender documentation, evaluation methodologies, contract drafting, governance, project management and contract mobilisation.

Our team is recognised for supporting complex procurements across local government, housing, infrastructure and environmental services. We also advise on procurement challenges, judicial reviews and subsidy control, helping clients manage risk and achieve compliant, defensible and value-driven outcomes.

We help clients maximise social, economic and environmental value through procurement, ensuring public spend delivers wider community benefits. Combining legal expertise with deep sector knowledge, we support successful procurements that drive innovation, social value and long-term strategic objectives.



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Travel Assistance Services Procurement: We supported a local authority in procuring a framework for travel assistance services for SEN children and vulnerable adults following the abandonment of a previous procurement. We redesigned the procurement strategy, evaluation methodology and tender documentation to create a robust and compliant process, enabling the authority to restart the procurement quickly, reduce challenge risk and remain on track to secure critical services.



Restructuring & Insolvency (Lot 1b)

Our team advises organisations on large group restructures in order to manage risk. We support clients across the public, housing, health, social care, education and charity sectors, helping them navigate complex situations while protecting services, assets and stakeholder interests.

We advise on all aspects of corporate restructuring and reorganisations, business restructures, distressed transactions.

Excluded from our service offering are all aspects of insolvency including managing financial distress, company insolvencies, insolvency risks within supply chains, business planning continuity, contract and funding arrangements and special administration regimes. We are able to act on buy-side administrations.

Working closely with our corporate, finance, procurement and litigation specialists, we provide practical, commercially focused advice that helps clients manage risk, maintain operational resilience and achieve the best possible outcomes during periods of change and uncertainty.



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King Edward VII's Hospital Acquisition by Bupa: We advised King Edward VII's Hospital on its acquisition by Bupa, supporting a landmark transaction that secures the long-term future of a leading independent healthcare institution. Our team provided corporate, charity governance and due diligence advice, helping navigate the complexities of a charitable healthcare acquisition while enabling future investment in facilities, technology and services.



Optional Specialisms





Court of Protection (Lot 1b)

We advise individuals, families, local authorities, health and care organisations on matters involving people who lack the mental capacity to make decisions for themselves. We support organisational clients on all aspects of Court of Protection law, including deputyship applications, powers of attorney, property and financial affairs, personal welfare decisions and capacity disputes.

We advise throughout the deputyship process, from determining whether an application is required or if alternative actions can be taken, preparing necessary documentation, through to representing clients in contested proceedings. Our expertise includes matters requiring court approval, such as the sale of property to fund care, statutory wills, trusts and significant financial decisions, as well as serious medical treatment and best interests decisions.

Where appropriate, we can act as professional deputy for financial matters, providing independent and regulated oversight of an individual's financial affairs. Working closely with families, local authorities, clinicians and carers, we provide practical, sensitive advice to help clients navigate complex and often challenging circumstances.



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Managing Complex Deputyship Matters to Support Long-Term Care Provision:

Following a referral from a local authority, we were appointed as joint and several deputies for an individual with dementia whose assets were held across the UK and the US. We secured investments and property, obtained Court of Protection authority for financial decisions and worked with UK and US advisers to identify, protect and administer overseas assets. Our support ensured funds were available to meet ongoing care costs, provided financial oversight and enabled the individual's affairs to be managed appropriately despite the complexity of the cross-border arrangements.

Corporate Finance (Lot 1b)

We advise registered providers, local authorities, charities, social businesses and other public sector organisations on complex funding and finance arrangements. The team has particular experience supporting organisations that deliver social and affordable housing, helping them secure and manage funding whilst balancing regulatory requirements, governance obligations and long-term investment objectives. The team understands the pressures facing organisations seeking to maintain financial resilience, invest in communities and deliver essential services.

We support clients on a broad range of corporate finance and funding matters, including loan facilities, private placements, bond issuances, development finance, Affordable Housing Guarantee Scheme funding, refinancing projects, restructurings, joint ventures and intra-group funding arrangements. Support covers transaction structuring, negotiation of finance documentation, security and charging arrangements, governance advice and stakeholder engagement. The focus is on delivering practical solutions that help clients secure funding, manage risk and achieve their strategic objectives.



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Unlocking Funding for Affordable Homes: We advised Connexus on securing £100 million of additional liquidity through its first capital markets transaction. The transaction combined a £60 million private placement with a £40 million Affordable Housing Guarantee Scheme loan and required careful management of investor requirements, governance considerations and security arrangements. Anthony Collins advised on the funding and security documentation, established dual security trusts and supported the client through the approval process. The funding strengthened financial resilience and enabled further investment in affordable homes across rural communities.



Debt Recovery (Lot 1b & Lot 3)

We provide practical, commercially focused debt recovery advice to organisations across the public, private and third sectors. Our specialists support clients with all aspects of debt recovery, from repayment disputes through to complex litigation and enforcement action. We advise on regulatory requirements, pre-action processes and recovery strategies, helping clients maximise recoveries while managing risk, protecting relationships and ensuring compliance. Where disputes arise, we draw on our strong litigation expertise to secure effective and cost-efficient outcomes.

Recovering Complex Social Care Debt: We act for a local authority on a wide range of debt recovery matters relating to unpaid care fees. Our work includes managing claims across all court tracks, from straightforward low-value recoveries to complex, high-value disputes requiring detailed procedural and strategic input. We also advise on matters involving deceased service users, including the appointment of personal representatives and recovery from estates. By providing clear, pragmatic advice and robust litigation support, we help the authority recover outstanding debts efficiently while ensuring compliance with relevant legal and procedural requirements.



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Emerging Policy & Legal Risk Advisory (Lot 1b)

We advise public sector bodies and other mission-led organisations on emerging policy, legislative change and novel legal issues where established approaches do not yet exist. Drawing on our deep expertise in local government, housing, health and social care, regeneration and public services, we help clients navigate legal uncertainty, assess and manage risk, and implement innovative policy and service delivery models with confidence.

Our team provides strategic and practical advice on new legislation, evolving regulatory frameworks, complex governance issues, funding and partnership arrangements, local government reorganisation, service transformation, and pioneering projects that require the development of legally robust solutions. Working alongside clients from the earliest stages of policy development through to implementation, we help organisations balance innovation with compliance, ensuring decisions are legally sound, defensible and aligned to operational and strategic objectives.

Transforming Children's Services in Wales: We advised the Children's Commissioning Consortium Cymru (4Cs), hosted by Rhondda Cynon Taf County Borough Council, on the Welsh Government's programme to transform children's services and eliminate private profit from looked-after children's care. Working across a partnership involving all 22 Welsh local authorities and key sector bodies, we provided strategic legal advice on cooperative delivery models, governance structures and risk management, helping to develop sustainable approaches that prioritise positive outcomes for children and young people.



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Employment Litigation & Dispute Resolution (Lot 3)

We are recognised for helping employers navigate complex and sensitive workplace disputes, advising on the full spectrum of contentious employment matters, including employment tribunal claims, whistleblowing allegations, discrimination and harassment complaints, senior executive exits, disciplinary and grievance processes, investigations, industrial relations issues and collective employment disputes. Our clients include leading organisations across the local government, education, health and social care, social housing and charity, sectors.

We understand that employment disputes rarely exist in isolation. They can affect governance, reputation, employee engagement and service delivery. Our lawyers provide clear, pragmatic advice that helps organisations manage risk while remaining focused on their operational objectives and social purpose.

Our team has extensive experience defending complex employment tribunal claims, supporting clients through sensitive investigations and advising on high-profile workforce challenges, including trade union negotiations and industrial action. We are particularly known for combining technical employment law expertise with a deep understanding of the sectors we serve, enabling us to deliver solutions that are both legally robust and commercially realistic.

Successfully Defending Complex Employment Tribunal Proceedings: We acted for a local authority in defending a high-value employment tribunal claim involving allegations of unfair dismissal, race discrimination, disability discrimination and whistleblowing. Through a robust litigation strategy and detailed preparation, we successfully defended all claims at a 13 day Employment Tribunal hearing. The tribunal dismissed the claimant's case in its entirety, delivering a favourable outcome for our client and reinforcing their confidence in managing complex employment disputes.



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Energy & Natural Resources (Lot 1b)

We advise public sector bodies, registered providers, social businesses and other organisations on a wide range of energy, climate change and natural resources matters, supporting the delivery of infrastructure, regeneration and decarbonisation projects within complex regulatory environments. Our multidisciplinary team combines expertise in construction, procurement, projects, planning, environmental and commercial law to provide practical, commercially focused advice across the lifecycle of energy and infrastructure projects.

Our experience includes advising on the permitting, procurement, development, financing, construction, operation and maintenance of energy generation and distribution projects, including renewable energy (solar, biochar, CHP, wind), heat networks, energy efficiency and retrofit programmes, low-carbon infrastructure, energy storage and emerging technologies. We also advise on contracting and regulatory issues relating to utilities, network infrastructure, carbon reduction, net zero strategies and wider climate change obligations.

The team has particular strength in major public sector projects, construction procurement and long-term operational contracts. We regularly support clients on environmental and regulatory compliance, emissions and pollution issues, land use considerations, risk management and stakeholder engagement. By combining sector knowledge with specialist legal expertise, we help clients deliver sustainable projects, manage regulatory obligations and achieve their environmental, operational and strategic objectives



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Public Sector Decarbonisation Programme: We have advised Newcastle City Council since 2021 on its £46.5m public estate decarbonisation programme, including projects funded through the Public Sector Decarbonisation Scheme. We provided integrated advice on energy regulation, procurement, subsidy control, construction and commercial contracting, supporting low-carbon heating, district energy network expansion and energy efficiency measures across 32 sites. The programme supports the Council's carbon reduction objectives and sustainable operation of public buildings and infrastructure.



Environmental Law (Lot 1b)

We advise local authorities, registered providers, and other public sector bodies as well as commercial and charitable clients on all aspects of environmental law, helping clients manage environmental risk, achieve compliance and support their climate goals and sustainability objectives. Our multidisciplinary team provides practical, commercially focused advice across contentious, advisory and transactional matters, drawing together expertise across planning, contract and commercial, property, construction, governance and regulatory law.

Our experience covers environmental due diligence, planning and development, land contamination, pollution, waste management, permitting and licensing, environmental enforcement, climate change obligations and regulatory compliance. We also advise on the environmental aspects of regeneration, housing and infrastructure projects, working alongside our wider public sector, procurement, subsidy control, governance, energy and decarbonisation specialists to provide joined-up support throughout the project lifecycle.

Combining nationally recognised specialist expertise with a strong understanding of the public and social purpose sectors, we provide clear, practical advice to help clients navigate complex environmental and regulatory requirements, manage risk and deliver positive outcomes for communities and the environment.

Biodiversity Net Gain Habitat Banking Vehicle: We advised Leicester City Council on the establishment of a delivery model for Biodiversity Net Gain requirements under the Environment Act 2021. Following consideration of environmental, governance, public law and subsidy control issues, we recommended a Council-owned special purpose vehicle to enable the lawful creation and trading of biodiversity units, providing a robust framework to support habitat creation, environmental improvement and long-term investment.



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Financial Litigation (Lot 3)

We advise organisations on complex financial and commercial disputes, helping them protect assets, recover losses and resolve contentious matters efficiently. We act for clients across the social housing, health and social care, charity, education and local government sectors, providing pragmatic advice that balances legal risk, commercial realities and organisational objectives. Our team handles a broad range of disputes, including debt recovery, contract and payment disputes, insolvency-related matters, professional negligence claims, financial mismanagement allegations, funding disputes and asset recovery actions.

Financial disputes can have significant operational, regulatory and reputational consequences. Our lawyers work closely with finance teams, boards and senior leaders to develop strategies that achieve the best possible outcome while minimising disruption to day-to-day operations, resolving disputes through negotiation, mediation or court proceedings.

The team is particularly recognised for its work in the public and third sectors, where financial disputes often intersect with governance, funding requirements and regulatory obligations. We regularly advise on high-value and sensitive matters, drawing on our deep sector knowledge to help clients navigate complex legal and commercial challenges.



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Resolving a Seven-Figure Housing Dispute Without Litigation: We acted for a registered provider of specialist supported housing in a complex seven-figure contractual dispute involving multiple properties, service level agreements and competing financial claims. We developed a strategic pre-action approach, analysing extensive contractual and operational evidence and challenging the opposing party's position. Our support enabled constructive engagement, protected the client's commercial interests and secured a negotiated resolution without court proceedings, avoiding significant litigation costs and disruption.



Financial Services, Market & Competition Regulation (Lot 1b)

We advise organisations on financial services, markets and competition regulation, helping clients navigate complex regulatory frameworks and deliver projects and transactions with confidence. We provide practical, commercially focused advice on financial services regulation, market conduct, authorisation requirements, competition issues, subsidy control and the interaction between regulatory obligations and commercial objectives.

Our team supports clients across a range of regulated sectors, including energy, utilities, housing, health and transport, advising on governance, funding arrangements, strategic partnerships, mergers, acquisitions and other complex transactions. We also advise on market and competition considerations, subsidy control compliance and regulatory risk management, ensuring that structures, decisions and arrangements are legally robust, proportionate and aligned with clients' operational and strategic priorities.

Waste Services Insourcing & Local Authority Trading Company: We advised a local authority on bringing its waste collection service into a wholly owned company under the Teckal exemption. Our support covered company governance, service contracts, fleet and recycling procurements, and operational arrangements. We helped deliver a compliant and flexible model that met procurement requirements while supporting the client's long-term service delivery and growth objectives.



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Health & Safety (Lot 1b)

We advise local authorities, registered providers, health and social care organisations, charities and other public sector bodies on all aspects of health and safety law. Our team provides practical advice on health and safety at work, fire safety, food safety, regulatory compliance and incident management, helping clients operating in highly regulated environments manage risk with confidence.

We provide strategic support across health and safety compliance, governance, investigations and enforcement. Our specialists advise on health and safety, fire and building safety, property compliance, safeguarding-related risk, food safety and corporate governance. When serious incidents occur, we help clients manage investigations, engage with regulators and respond to scrutiny from bodies such as the HSE, CQC, local authorities and coroners.

Drawing on extensive experience across the housing, health and social care, charity and social business sectors, we understand the challenges of supporting vulnerable people. Working closely with colleagues across housing, governance, employment and care, we deliver coordinated advice that helps clients manage risk, respond to regulatory scrutiny and maintain safe, compliant services.

Managing a Regulatory Prosecution: We represented a national social care charity in Care Quality Commission criminal proceedings following a choking-related death. The matter involved a serious breach arising from care planning failures and exposed the organisation to significant financial and operational risk. We supported the client throughout the case, presenting evidence on the impact of a substantial fine on its ability to support vulnerable people. The court significantly reduced the penalty, helping protect the charity's long-term sustainability and service delivery.



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Health, Healthcare & Social Care (Lot 1b)

We provide legal support across the health and social care sector, advising government bodies, NHS organisations, local authorities, commissioners, care providers, charities and other public sector organisations. Acting for 16 of the UK's 20 largest care providers, we advise on governance, commissioning, procurement, service transformation, CQC regulation and compliance, safeguarding, mental capacity issues, investigations, employment, property, funding, transactions and disputes. Our multidisciplinary team helps clients manage risk, respond to regulatory scrutiny and deliver high-quality health and care services.

Our multidisciplinary team combines expertise in corporate transactions, employment, procurement, governance, funding, regulatory compliance, real estate and dispute resolution. This enables us to provide integrated support throughout the lifecycle of health and social care services, from commissioning and growth through to investigations, disputes and organisational transformation.

Combining specialist sector knowledge with market-leading expertise in health and social care regulation, we help clients navigate regulatory change, manage risk, deliver high-quality services and achieve their strategic objectives. Our experience spans both advisory and dispute work, enabling us to provide practical, commercially focused support throughout the lifecycle of health and social care services.

Developing National Guidance to Improve Safety in Care Services: We supported Care England in developing sector-wide guidance to reduce choking risks for people with learning disabilities and autism. The project brought together providers, regulators and sector stakeholders to identify good practice and strengthen risk management. Drawing on our experience of inquests, investigations and regulatory proceedings arising from choking incidents, we helped develop practical guidance to improve safety outcomes and support consistent decision-making across health and social care services. The project demonstrates our legal expertise, regulatory insight and sector leadership in supporting service improvement nationally.



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Merger & Acquisition Activity (Lot 1b)

Our team advises on all aspects of merger and acquisition activity, including acquisitions, disposals, mergers, investments, divestments, joint ventures, corporate restructurings and business transfers. We support clients through every stage of a transaction, from strategic planning, due diligence and transaction structuring to negotiation, completion and post-completion integration. The team regularly advises on the establishment, restructuring and transfer of government-owned companies and assets, local authority trading companies, public-private partnerships and joint venture arrangements.

With more than 40 years' experience, we act for charities, housing providers, health and social care organisations, educational institutions, local authority-owned entities and private sector businesses. Our advice frequently encompasses governance and constitutional arrangements, financing and investment structures, regulatory approvals, stakeholder engagement, commercial contracts and risk management.

Recognised for its strength in regulated and purpose-driven sectors, the team combines corporate expertise with a deep understanding of public interest, social impact and sector-specific regulatory requirements.



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Expansion of Residential Childcare Services: We advised a residential childcare provider on the acquisition of an established operator with five children's homes, increasing capacity and expanding its regional footprint. We provided coordinated corporate, regulatory, employment, health and safety and property advice, including transaction structuring, due diligence, tax planning and regulatory registration matters. The transaction was completed within a tight timeframe, enabling the client to achieve its growth objectives efficiently.



Partnership Law (Lot 1b)

Our team advises on the full lifecycle of partnership arrangements, helping organisations establish, govern, manage and, where required, restructure or dissolve partnerships and LLPs. We provide practical, commercially focused advice on partnership agreements, governance frameworks, decision-making, regulatory compliance, risk management, partner rights and obligations, admissions and exits, dispute resolution, mergers, collaborations and joint ventures.

Drawing on our extensive experience across housing, health and social care, charities, local government and the wider social economy, we help clients build robust partnership structures, manage risk effectively and achieve their strategic objectives through clear, legally sound and proportionate arrangements.



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Homes for The West Midlands LLP: We advised a consortium of five Registered Providers and the West Midlands Combined Authority on the establishment of Homes for the West Midlands LLP, a pioneering partnership designed to accelerate affordable housing delivery. Our role included structuring the LLP, drafting governance and partnering arrangements, advising on regulatory, public law, procurement and subsidy control issues, and supporting the property and construction documentation for the first scheme. The collaboration has unlocked a pipeline anticipated to exceed £200 million, with the first £15 million development now progressing.

Pensions Law (Lot 1b)

We support local authorities, academies, registered providers, charities and other public sector organisations on pensions law and the interaction between pensions, employment and organisational change. The team has particular experience supporting organisations operating within complex regulatory environments, helping them understand and manage pensions obligations while balancing governance requirements, workforce considerations and long-term financial planning.

We advise clients on a wide range of pensions matters, including issues arising from workforce restructures, organisational change, employer participation, pensions aspects of acquisitions and transfers, and Local Government Pension Scheme considerations. Working closely with employment specialists, the team helps clients understand the pensions implications of strategic decisions, assess legal and financial risk, navigate regulatory requirements and implement solutions that support operational objectives. Advice is tailored to the needs of public sector and social purpose organisations, ensuring clients can make informed decisions with confidence.

Combining pensions expertise with deep knowledge of the housing, local government, education, charity and leisure sectors, and working collaboratively across employment, governance and organisational change, we provide practical advice on complex pensions issues that supports informed decision-making, sustainable service delivery and positive outcomes for communities.



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Resolving Complex Pensions Disputes: We support Local Government Pension Scheme funds with Internal Dispute Resolution Procedure (IDRP) complaints, advising on matters ranging from ill-health retirement appeals and benefit calculations to transfer delays. Our specialist pensions team investigates complaints, prepares robust responses and helps funds resolve issues efficiently, reducing the risk of escalation to the Pensions Ombudsman and allowing in-house teams to focus on core pension administration.



Planning Law (Lot 1b & Lot 4)

Our planning team advises on all aspects of planning law, helping public sector bodies, registered providers of social housing, developers and landowners navigate complex planning and development challenges. With particular strength in the public sector, we combine significant technical expertise and experience with practical insight gained from working closely with local authorities and public bodies. Helping our clients to successfully deliver sustainable development whilst managing risk. We combine a strong understanding of the communities our clients serve with commercially and socially focused advice that supports long-term growth and investment.

We have significant expertise in relation to providing legal support in relation to development plans, regeneration schemes and major residential-led developments. We provide legal support in relation to planning policy, regeneration and development projects, planning enforcement, material changes of use, compulsory purchase, Community Infrastructure Levy, Section 106 agreements, neighbourhood planning, planning appeals and judicial review.

Strategic Planning & Development Advice: Our planning team supports clients on Section 106 Agreements, Local Plan Strategy and Adoption, Change of Use, Planning Applications and Neighbourhood Planning matters. We have negotiated agreements to unlock major housing developments, advised Leicester City Council on Local Plan adoption, secured lawful use certificates for property developments, managed planning applications supporting community infrastructure and resolved neighbourhood plan issues. Our pragmatic advice helps clients manage risk, secure consents and deliver sustainable growth with confidence.



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Private Law Litigation & Dispute Resolution (Lot 1b & Lot 3)

Our Dispute Resolution team advises public sector bodies, registered providers, health and social care organisations, charities and educational institutions on a broad range of private law litigation and dispute resolution matters. Combining sector-specific expertise with a pragmatic approach, we help clients prevent, manage and resolve complex disputes efficiently, with a particular focus on protecting organisational objectives, reputation and public resources.

We act on a wide spectrum of contentious matters, including claims involving breaches of confidentiality, intellectual property rights, misuse of information, negligence, trespass and nuisance. The team also advises on Human Rights Act and GDPR claims, defending organisations facing allegations of data protection, privacy and public authority decision-making. Our experience extends to resolving disputes concerning reputational harm, governance issues, commercial relationships and civil claims. Excluded from our service offering are false imprisonment, malicious prosecution and personal injury.

Where litigation cannot be avoided, we provide strategic representation throughout the dispute lifecycle, from pre-action advice and alternative dispute resolution through to court proceedings, appeals and costs recovery.



Ramjeet Kandola

Partner

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Defending Equality Act Discrimination Claim: We acted for a local authority in defending a claim alleging direct discrimination under the Equality Act 2010 arising from a housing decision. The matter involved complex issues relating to equality duties, mental health and housing law. Working closely with Counsel, we developed a robust defence strategy, advised on evidential issues and prepared detailed statements of case and submissions. Our proactive approach resulted in the claim being struck out, protecting the client from financial and reputational risk.



Property & Real Estate Litigation & Dispute Resolution (Lot 1b & Lot 3)

We support local authorities, registered providers, charities, housing co-operatives and other public sector organisations on a wide range of property and real estate disputes. Combining commercial property litigation and housing litigation expertise, we advise on landlord and tenant matters, lease renewals, possession claims, service charge disputes, development agreements, overage, rights of way, restrictive covenants and Electronic Communications Code issues.

Our housing litigation specialists also support clients on housing and asset management disputes, including access injunctions, disrepair and fitness claims, Awaab's Law compliance, debt recovery, leaseholder breaches, policy reviews and First-tier Tribunal proceedings.

We advise on dispute resolution at all stages, from early settlement and ADR through to tribunals, arbitration and court proceedings. Working closely with colleagues across property, governance, development and mental health, we provide joined-up advice that helps clients protect assets, manage risk and achieve cost-effective outcomes.

Securing a Complex Possession Outcome: We advised Great Places Housing Association on a shared ownership possession matter following the death of a residential leaseholder who died intestate. The case involved a complex succession chain, questions around ownership and rights, and an Equality Act defence. We investigated the legal position, issued possession proceedings and successfully navigated procedural challenges. An outright possession order was granted and permission to appeal was refused, enabling the property to be recovered for future use while resolving a long-running and difficult dispute.



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Sustainable Finance/ Green Finance (Lot 1b)

We advise organisations on the legal and regulatory framework surrounding environmental, social and governance (ESG) considerations, helping clients embed sustainability objectives into decision-making, governance and commercial arrangements. Our team provides practical, commercially focused advice on sustainable finance, ESG strategy, governance and risk management, supporting organisations as they respond to evolving regulatory requirements and stakeholder expectations.

Our experience includes advising on green and sustainability-linked funding arrangements, ESG-related contractual obligations, governance frameworks, disclosure and reporting requirements, and the management of legal and reputational risks associated with ESG commitments. We also support clients in navigating climate-related reporting obligations, carbon reduction initiatives, responsible investment considerations and wider sustainability objectives.

Drawing on expertise across corporate, commercial, governance, finance, procurement and regulatory law, we help clients develop robust and credible ESG approaches that align with organisational priorities while standing up to regulatory, investor and public scrutiny. Our focus is on delivering clear advice that enables organisations to achieve their sustainability goals, manage risk and demonstrate environmental and social impact.

Green Finance Supporting Sustainable Homes: We advised a large registered provider on an innovative £30 million sustainability-linked green loan facility to fund the retrofit and improvement of existing homes. Our team led negotiations on complex funding arrangements, including green eligibility criteria, reporting framework, drawdown conditions and lender requirements, ensuring the facility remained commercially workable. The funding provides a flexible mechanism for investment in energy efficiency improvements, helping the organisation progress its decarbonisation programme, enhance the quality of residents' homes and contribute to the transition towards more sustainable housing.



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