



Annual Training Event Delegate Pack

Tuesday 6th October 2026

Hilton Liverpool City Centre
3 Thomas Steers Way
Liverpool
L1 8LW



NW LEGAL CONSORTIUM
Authorities Working Together



Contents

Welcome from NWLC	01	Block A: Workshop 01	13
Agenda / Programme	02	Block A: Workshop 02	14
Workshop Sessions overviews	05	Block A: Workshop 03	15
Our chosen charity – The North West Air Ambulance	07	Block B: Workshop 01	16
Our partner law firm Browne Jacobson	08	Block B: Workshop 02	18
Our partner law firm Capsticks	09	Block B: Workshop 03	19
Keynote and Plenary Speaker Profiles	10	Block B: Workshop 04	20
		Other Sponsors and Exhibitors	22

Welcome from NWLC

WELCOME

A very warm welcome to this event and to Liverpool for this our 16th NWLC Annual Training Event.

It is a real pleasure to be here and to welcome everyone – whether they be colleagues from our member organisations, our speakers for the day, representatives from our partner firms or our exhibitors. Here's to a great day for everyone.

I hope that you enjoy the opportunities to learn, to network and to be together.

Very best wishes,



Anne Greenwood
CHAIR OF NWLC
MANAGEMENT BOARD

Agenda / Programme

TIME	TITLE	SPEAKER / LOCATION
09:15 – 10:00	Registration and networking	Grace Suite Foyer
10:00 – 10:10	Welcome Address	Anne Greenwood Chair NWLC Management Board Grace (1, 2 and 3)
10:10 – 11:10	Keynote: Everest West Ridge – Aiming High Dave is a highly experienced expedition leader with over 30 years of climbing and mountaineering, including to some of the highest mountains in the world. With numerous expeditions to his name, including 15 to the Himalayas, Dave has developed a strong understanding of what it takes to lead a variety of teams in challenging situations. This inspirational presentation of his experiences planning and leading the expedition on Everest's spectacular West Ridge, is a riveting and awe-inspiring account of the leadership skills and determination necessary to select the right team, motivate and engage them and build a shared vision that will enable them to reach their goal.	David Bunting MBE Peak Inspiration Grace (1, 2 and 3)
11:10 – 11:20	North West Air Ambulance Charity Raffle Short Introduction from the Charity	The North West Air Ambulance Charity Volunteer Grace (1, 2 and 3)
11:20 – 11:50	Refreshments and Networking	Grace Suite Foyer
11:50 – 13:00	Plenary: Public Law Updates	Delivered by Chambers from the NWLC Barristers Portal
11:50 – 12:20	An overview of the Public Office Accountability Bill	Kuljit Bhogal KC Cornerstone Barristers
	Practical impacts on Public Inquiries of the Public Office Accountability Bill as it stands	Christopher Jacobs Landmark Chambers
12:20 – 12:40	AI in the Courts: A Cautionary Tale Recent cases have demonstrated both the increasing use of generative AI in legal practice and the serious consequences when it is used without appropriate scrutiny. The session will consider the developing case law, the risks of fabricated or unreliable authorities, confidentiality and data protection issues, and some of the less obvious dangers arising from reliance upon AI-generated material. It will also consider responsible AI use and best practice.	James Lloyd Mountford Chambers

Agenda / Programme

TIME	TITLE	SPEAKER / LOCATION
11:50 – 13:00	Plenary: Public Law Updates (continued)	
12:40 – 13:00	Thinking Differently: Neurodiversity, the Law and the Modern Workplace Neurodiversity in the Workplace: Understanding Your Obligations and Embracing Difference This presentation offers a snapshot of neurodiversity in the workplace, touching on real-world examples alongside the key legal frameworks – from obligations, reasonable adjustments, and recent developments in case law. Whether you are an employer, adviser or practitioner, this session will leave you better equipped to navigate this increasingly important area of law.	Andrew Cullen Browne Jacobson Barristers Holly Quirk Browne Jacobson Barristers
13:00 – 14:00	Lunch and Networking	Grace Suite (Foyer and 1, 2 and 3)
14:00 – 15:00	Workshops Block A Progress Not Perfection – Unpicking perfectionism, procrastination, and performance at work Perfectionism, the pressure to “perform,” and procrastination are interconnected patterns that can trap us in cycles of overthinking, self-criticism, and avoidance, ultimately affecting our confidence, energy, and wellbeing. This session examines how these patterns manifest in the workplace and their links to mental health challenges such as fear of failure, difficulty initiating tasks, and overwhelm. Through reflection and practical strategies, attendees will develop greater self-awareness and self-acceptance, alongside tools for setting boundaries and working in more sustainable, authentic ways. Overage: a negotiation with a developer A session examining the differing motivations in negotiating detailed overage terms, between a Council as selling landowner and a developer as buyer. We’ll cover the Council’s and developer’s perspectives and aims in agreeing the detailed terms, suggesting suitable mutually-acceptable compromises for each. Role of a Monitoring Officer To provide an overview on the role, the statutory provisions, the responsibilities, the skills and the context of being a Monitoring Officer aimed at existing and would be Monitoring Officer’s.	Michelle Fox Head of Inclusion and Engagement, Capsticks Grace Suite Zo Hoida Partner, Browne Jacobson Tom Cressey Partner, Browne Jacobson Albert 4&5 Jill Travers Tobex Governance and Training Consultancy Chris Moister Chief Legal and Democratic Services Officer, Sefton Metropolitan Borough Council Albert 3
15:00 – 15:30	Refreshments and Networking During this break we will draw the raffle	Grace Suite Foyer

Agenda / Programme

TIME	TITLE	SPEAKER / LOCATION
15:30 – 16:30	Workshops Block B Demystifying Local Government Reform and Devolution In an era of rapid change across local government reorganisation and devolution, this workshop will deliver a timely update on the latest government announcements relating to the English Devolution and Community Empowerment Bill. Delegates will gain a practical understanding of the key legislative developments and the steps they can take to effectively navigate the evolving landscape. The Employment Rights Act and Public Sector Organisational Change Two expert presenters from Browne Jacobson and Capsticks cover key changes to unfair dismissal legislation and dismissal and re-engagement practices under the Employment Rights Act, with practical guidance for public sector employers. Social Care Workshop: Funding and Ordinary Residence Disputes Peggy Etiebet will lead a practical workshop exploring funding and ordinary residence disputes in social care. The session will consider the legal framework, common areas of dispute between local authorities and other public bodies, and key practical considerations when determining responsibility for care and support. Practice Managers Group – Recruiting local authority lawyers: a practice manager’s guide to attracting the right people Recruiting experienced lawyers into local government continues to present challenges for legal teams, from attracting candidates with the right skills and experience to competing on salary, flexibility and the overall employee proposition. In this practical session, Natalie Delaney, Senior Business Manager, and Ciara D’Arcy, Senior Consultant at Sellick Partnership, will share their perspective on the current local authority legal recruitment market and what legal practice managers can do to improve recruitment outcomes.	Laura Hughes Partner, Browne Jacobson Tiffany Cloynes Partner, Capsticks Rebecca Gilbert Partner, Capsticks Grace Suite Keren Daly Partner, Browne Jacobson Sean Hick Partner, Capsticks Albert 3 Peggy Etiebet Cornerstone Barristers Albert 4&5 Natalie Delaney Sellick Partnership Ciara D’Arcy Sellick Partnership Breakout space
16:30	Close	

Workshop Sessions overviews

Block A

	TITLE	SPEAKER / LOCATION
Workshop 01	Progress Not Perfection – Unpicking perfectionism, procrastination, and performance at work Perfectionism, the pressure to “perform,” and procrastination are interconnected patterns that can trap us in cycles of overthinking, self-criticism, and avoidance, ultimately affecting our confidence, energy, and wellbeing. This session examines how these patterns manifest in the workplace and their links to mental health challenges such as fear of failure, difficulty initiating tasks, and overwhelm. Through reflection and practical strategies, attendees will develop greater self-awareness and self-acceptance, alongside tools for setting boundaries and working in more sustainable, authentic ways.	Michelle Fox Head of Inclusion and Engagement, Capsticks Grace Suite
Workshop 02	Overage: a negotiation with a developer A session examining the differing motivations in negotiating detailed overage terms, between a Council as selling landowner and a developer as buyer. We’ll cover the Council’s and developer’s perspectives and aims in agreeing the detailed terms, suggesting suitable mutually-acceptable compromises for each.	Zo Hoida Partner, Browne Jacobson Tom Cressey Partner, Browne Jacobson Albert 4&5
Workshop 03	Role of a Monitoring Officer To provide an overview on the role, the statutory provisions, the responsibilities, the skills and the context of being a Monitoring Officer aimed at existing and would be Monitoring Officer’s.	Jill Travers Tobex Governance and Training Consultancy Chris Moister Chief Legal and Democratic Services Officer, Sefton Metropolitan Borough Council Albert 3

Workshop Sessions overviews

Block B

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Workshop 01	Demystifying Local Government Reform and Devolution In an era of rapid change across local government reorganisation and devolution, this workshop will deliver a timely update on the latest government announcements relating to the English Devolution and Community Empowerment Bill. Delegates will gain a practical understanding of the key legislative developments and the steps they can take to effectively navigate the evolving landscape.	Laura Hughes Partner, Browne Jacobson Tiffany Cloynes Partner, Capsticks Rebecca Gilbert Partner, Capsticks Grace Suite
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Workshop 03	Social Care Workshop: Funding and Ordinary Residence Disputes Peggy Etiebet will lead a practical workshop exploring funding and ordinary residence disputes in social care. The session will consider the legal framework, common areas of dispute between local authorities and other public bodies, and key practical considerations when determining responsibility for care and support.	Peggy Etiebet Cornerstone Barristers Albert 4&5
Workshop 04	Practice Managers Group Recruiting experienced lawyers into local government continues to present challenges for legal teams, from attracting candidates with the right skills and experience to competing on salary, flexibility and the overall employee proposition. In this practical session, Natalie Delaney, Senior Business Manager, and Ciara D'Arcy, Senior Consultant at Sellick Partnership, will share their perspective on the current local authority legal recruitment market and what legal practice managers can do to improve recruitment outcomes.	Natalie Delaney Sellick Partnership Ciara D'Arcy Sellick Partnership Breakout space



THE Big Lift

The Big Lift is a matched fundraising campaign bringing businesses and communities together to help fund lifesaving care across the North West.

We're inviting corporate partners to help us build a £50,000 matched funding pot. When the campaign launches, every pound raised by our communities will be matched by you, doubling each donation and helping us reach a total of £100,000.

Your support will inspire more people to give, make every donation go twice as far and help keep our lifesaving service there for patients and families when they need us most.

One partnership. Twice the impact. Up to £100,000 for lifesaving care.

Help create the matched funding pot. Join The Big Lift today.

Contact our Fundraising Team at fundraising@nwairambulance.org.uk

We are a proud NWLC partner firm

Expert legal support for the northwest region

From our Nottingham headquarters, and across offices in Manchester, London, Birmingham, Exeter, Cardiff and Belfast, we are a national law firm with genuine international reach.

Our clients include:

250+

Local authorities

120+

NHS bodies

20+

Central government
departments

How we can help

Our ability to forge strong relationships with public sector organisations puts us at the centre of public sector modernisation – with market-leading work in areas such as social care, regeneration, procurement and planning, **placing us at the forefront of society's biggest issues.**

The agenda facing local authorities has never been more demanding. English devolution is reshaping the governance landscape, with local government reorganisation creating new structures, new accountabilities and real transition risk. Councils are also navigating acute financial pressures, reform of children's and adult social care, the Procurement Act 2023, the Employment Rights Act 2025, and the continuing demands of housing delivery and planning reform. We are actively advising clients across all these areas.

As one of only two firms with "partner" status on the NWLC, we are proud of the trust placed in us. As a Manchester-based partner and lead partner for the NWLC, I understand the pressures and challenges facing public bodies in northwest England.

My colleagues and I are well-positioned to support you with any matter or project you need support with; furthermore, we deliver around **30 training events each year** for local authority members and regularly bring early insight on emerging legal developments.

Our services

You can instantly access our services below, without requiring any additional due diligence:

- **Lot 3** – Corporate Governance, Ethical Standards, Information Law.
- **Lot 4** – Projects, Procurement, Commercial and Construction.
- **Lot 5** – Social Care and Education.
- **Lot 6** – Partner Status.

Contact us

Get in touch – we would love to hear from you.



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**Browne
Jacobson**

Specialist legal support for local government

We appreciate the challenges that local authorities face, particularly considering the devolution and reorganisation agenda and the amount of additional work and considerations that this agenda brings on top of existing workloads together with the ongoing pressure to continue to provide services against a backdrop of budgetary cuts and increasing demands.

Our highly experienced local government team understand the legislative and governance framework in which local authorities operate including new and proposed legislation which will bring the biggest change to local government in the last 50 years. Combining local government reorganisation, devolution and an overhaul of the planning regime, the sector is subject to more change than ever before.

We fully appreciate the necessity to deliver efficiently and cost effectively whilst ensuring both good governance and best value obligations are observed.

HOW CAPSTICKS CAN HELP

As one of two partner firms our experts are there to support you through all lots as part of the NW Legal Consortium's legal framework.

We specialise in:

- Constitutional and governance law, advising in particular on the changes proposed under English Devolution and Community Empowerment Act,
- Governance including best value
- Major projects (including regeneration, infrastructure, waste, leisure and service transformation)
- Preparations for PFI expiry
- Property
- Extra care and supported living
- Planning, highways and environmental including the proposed planning changes under the Planning and Infrastructure Bill
- Corporate and commercial contracts
- Procurement
- Subsidy Control
- Social Housing including the Consumer Standards
- Litigation
- Employment and pensions
- Standards investigations
- Information law
- Adult social care and childcare

CAPSTICKS TRAINING OFFERING

We offer a full range of free training sessions across all aspects of Local Government. We will be contributing to the upcoming training programme but can also tailor training requirement to meet the specific needs of our clients.

Some of the recent hot topics we've covered are:

- The English Devolution and Community Empowerment Act
- Consumer Standards Inspections
- Local Government Pension Scheme
- Leasehold and asset management
- Sexual safety in the workplace
- Employment Rights Act
- Best Value: Preparing for PFI transition

Sign-up [here](#) to never miss an update of a legal development, insight from our experts or hear about upcoming events.

HOUSING DIPLOMA

The Capsticks Housing Diploma endorsed by the Chartered Institute of Housing is the first housing development and regeneration qualification of its kind for the Social Housing and Local Government sectors.

Delivered by our specialist legal team with expert input, the course offers practical, legally focused training to a recognised professional standard. It supports housing professionals looking to enhance their skills, broaden sector knowledge, and gain a deeper understanding of the role of a registered provider. Applications for the 2027 cohort are now open on our [website here](#).

GET IN TOUCH



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Keynote and Plenary Speaker Profiles



David Bunting MBE
PEAK INSPIRATION

Dave joined the British Army at the age of 16 and served 24 years specialising in mountain training. During this time he undertook the arduous year-long German Army Mountain Guide's course, trained elite special forces and developed a huge passion for leading mountaineering expeditions. With numerous challenging adventures around the globe and with 15 expeditions to the Himalayas, Dave's biggest and most testing challenge to date was to the notoriously difficult and dangerous West Ridge of Mount Everest. As overall expedition leader Dave headed up the planning, team selection and preparation and in 2007 Dave was awarded an MBE by the Queen for his outstanding leadership of the project.



Kuljit Bhogal KC
CORNERSTONE BARRISTERS

Kuljit Bhogal KC is a leading public law barrister with particular expertise in local government, public inquiries and investigations, housing and the Court of Protection. She was appointed King's Counsel in March 2023 and is ranked for Local Government and Social Housing in Chambers and Partners, and for Social Housing in The Legal 500. Kuljit has extensive experience acting for local authorities and other public bodies, developed over several decades. Her practice spans the full range of local authority functions, and she regularly advises on complex public law, governance and statutory issues, as well as judicial review proceedings. She has a strong understanding of the legal, political and operational pressures facing local government and is frequently called upon to provide strategic and policy advice at the most senior levels.



Christopher Jacobs
LANDMARK CHAMBERS

Christopher Jacobs is an experienced public law barrister with an established practice in statutory public inquiries. He has represented core participants in some of the UK's most significant inquiries, including 157 former sub-postmasters in the Post Office Horizon IT Inquiry, the Traveller Movement in the UK Covid-19 Inquiry, and more than 60 core participants in the Independent Inquiry into Child Sexual Abuse (IICSA). He is currently instructed in the Patrick Finucane Inquiry and the Grooming Gangs Inquiry. Christopher also has extensive expertise in legal and procedural issues arising from the Inquiries Act 2005 and the Inquiry Rules 2006 and has acted in judicial review cases related to public inquiries.

Keynote and Plenary Speaker Profiles



James Lloyd
MOUNTFORD
CHAMBERS

James Lloyd is a barrister at Mountford Chambers and Deputy Head of its Regulatory Practice Group. He practises in public, regulatory and disciplinary law, appearing in proceedings involving a wide range of professional regulators and public bodies. He has acted in several recent cases concerning the legal and regulatory implications of artificial intelligence, including the professional consequences of AI misuse, and has written and spoken on the developing authorities concerning the use of generative AI by lawyers.



Andrew Cullen
BROWNE JACOBSON
BARRISTERS

Andrew Cullen is the employment and investigations lead within the barristers' team. Following his call to the Bar in 2013, Andrew has built up a thriving practice, and he is often instructed on complex cases involving society's biggest issues. He is well regarded for his advocacy, his meticulous case analysis, and his exceptional client care skills.

Andrew advises on a range of claims brought before the Employment Tribunal, including equal pay, whistleblowing, unfair dismissal, and discrimination claims. He represents Respondents at both interlocutory and final hearings.

He frequently handles high profile and complex cases. Two notable recent cases include the Teaching Regulation Agency's prosecution of Joshua Sutcliffe and Drew Povey.

As well as Andrew's thriving Employment practice, he also undertakes appellate work in the Upper Tribunal and has recently been cited in two significant appeals:

- Acting for the Respondent in an appeal which concerned the interface between the Equality Act 2010 and Children and Families Act 2014 in SEN appeal hearings (RB v Calderdale MBC (SEN) [2022] UKUT 136 (AAC))
- Acting for the Appellant in an appeal which concerned the application of Schedule 13 EQA 10 to section 20 EQA 10 reasonable adjustments claims (A Multi Academy Trust v RR [2024] UKUT 9 (AAC)).

Keynote and Plenary Speaker Profiles



Holly Quirk
BROWNE JACOBSON
BARRISTERS

Holly Quirk specialises in inquest and education law, practising from our Manchester office. Called to the Bar in 2016, she has developed a highly regarded practice representing healthcare and education clients in complex inquests and before the First-tier Tribunal.

Holly is a regular advocate in high-profile inquests, many of which have attracted national press coverage. Her work has encompassed coronial investigations into the deaths of school pupils, deaths in custody, and cases involving police restraint, including representing three clients in a complex four-week inquest. She is recognised for her sensitive and measured approach when working with vulnerable witnesses, and has been described by opposing counsel as “fairness personified.”

Holly also maintains a busy First-Tier Tribunal (SEND) practice, fearlessly representing local authorities, education trusts and schools in matters concerning special educational needs and disability discrimination. Her education work spans the full breadth of the sector, with extensive experience in professional discipline, having spent a number of years prosecuting on behalf of the Teaching Regulation Agency. Her education focus also frequently brings her before the County Court and the High Court.

Holly is a committed advocate for social mobility and neurodiversity inclusion. She serves on the Firm’s Pupillage Committee and acts as a pupil supervisor. She is also a member of the Lincoln’s Inn Bar Representation Committee and the Northern Circuit Executive Committee. She is dedicated to supporting the next generation of junior barristers and regularly participates in outreach and educational events.

In recognition of her achievements, Holly was named Legal Professional of the Year at the Manchester Young Talent Awards (MYTA) in 2022.

Workshop 01

Block A



TITLE: Progress Not Perfection

– Unpicking perfectionism, procrastination, and performance at work

WORKSHOP DETAILS

Perfectionism can often hold us back more than it helps – keeping us stuck, overthinking and delaying action.

Alongside this, a strong need to “perform” can leave us disconnected from our own needs, as we focus on meeting expectations rather than working in ways that feel sustainable and authentic. Over time, this can create an unhealthy cycle of pressure, self-criticism, and avoidance.

This session explores common patterns of perfectionism and procrastination, and how they can shape the way we experience work – impacting not only our performance, but also our confidence, energy, and overall wellbeing.

Through reflection and discussion, attendees will identify how these patterns show up in their own working styles. The session focuses on building practical strategies to respond more confidently and sustainably, alongside developing greater self-awareness and self-acceptance.

What we'll cover:

- Unpicking perfectionism, procrastination, and the need to “perform” in a workplace context.
- The relationship between perfectionism and procrastination, including links to mental health e.g. fear of not meeting internal standards, difficulty initiating tasks, and overwhelm.
- Practical strategies for setting boundaries and managing expectations.

SPEAKER



Michelle Fox

**HEAD OF INCLUSION AND ENGAGEMENT,
CAPSTICKS**

An experienced and highly motivated leader, expert facilitator, and qualified in Prince2 Practitioner project and programme management.

Workshop 02

Block A

TITLE: Overage: A negotiation with a developer

WORKSHOP DETAILS

This session will examine the differing motivations in negotiating detailed overage terms, between a Council as selling landowner and a developer as buyer.

We'll cover the Council's and developer's perspectives and aims in agreeing the detailed terms, suggesting suitable mutually-acceptable compromises for each.

SPEAKERS



Zo Hoida

PARTNER, BROWNE JACOBSON

Zo is a real estate partner specialising in regeneration and town centre redevelopment projects, primarily for government and local authority clients. She also advises private developers and investors and has a growing practice in electric vehicle and renewable energy projects. Known for her collaborative approach, strong project management skills and sector awareness, Zo leads large multi-disciplinary teams on complex, mixed-use, housing-led and joint venture schemes, driven to achieve the best outcomes for her clients.



Tom Cressey

PARTNER, BROWNE JACOBSON

Tom is a partner in the Real estate group, working primarily in our Manchester office. He has over twenty years' experience in the Manchester property market and his clients include notable local developers and investors, as well as local authorities.

Workshop 03

Block A



TITLE: Role of a Monitoring Officer

WORKSHOP DETAILS

This session will provide an overview on the role, the statutory provisions, the responsibilities, the skills and the context of being a Monitoring Officer aimed at existing and would be Monitoring Officer's.

SPEAKERS



Jill Travers

**TOBEX GOVERNANCE AND
TRAINING CONSULTANCY**

Joining local government in 1994, Jill has worked in the corporate centre for several authorities.

Jill was appointed as a Deputy Monitoring Officer in a London Borough in 2004/5 and became a Monitoring Officer in 2008. In working for so many authorities, Jill has experienced a wide range of governance arrangements, political landscapes, officer and political leadership styles. She has worked in both Cabinet and Committee systems.

Jill initiated and contributed to a nationally recognised resource in conjunction with Weightman's Solicitors – the Monitoring Officer Handbook (2013). In this Handbook, she changed the focus of typical resources for Monitoring Officers from legal/technical resources to consider skills and aptitudes for successful Monitoring Officers.

Jill has held the SIRO responsibility for several authorities. Jill has regularly held positions in elections up to and including Deputy Returning Officer.



Chris Moister

**CHIEF LEGAL AND DEMOCRATIC
SERVICES OFFICER, SEFTON
METROPOLITAN BOROUGH
COUNCIL**

Chris qualified as a solicitor in 1998 and has worked across unitary and district councils progressing to Shared Director of Governance before taking the role of Chief Legal and Democratic Officer (Monitoring Officer) at Sefton Council in 2025.

Chris was first appointed to the role of Monitoring Officer in around 2010 and has experience of different political leaderships and approach, providing support to the council during several changes of administration.

Managing the elections team has provided Chris with the opportunity to learn how elections are delivered, a key democratic process, and has enabled him to undertake Deputy Returning Officer roles at all elections since 2014.

As a qualified Data Protection Officer, he has also acted as Senior Information Risk Officer as well as completing Multi-Agency Gold Command training.

Workshop 01

Block B

**Browne
Jacobson**



TITLE: Demystifying Local Government Reform and Devolution

WORKSHOP DETAILS

In an era of rapid change across local government reorganisation and devolution, this workshop will deliver a timely update on the latest government announcements relating to the English Devolution and Community Empowerment Bill. Delegates will gain a practical understanding of the key legislative developments and the steps they can take to effectively navigate the evolving landscape.

SPEAKERS



Laura Hughes

PARTNER, BROWNE JACOBSON

Laura Hughes is a Partner and public law expert at Browne Jacobson with over 20 years' experience advising government, local government, health, education, and regulatory clients across the public sector. Named in the Lawyer's Hot 100 for 2025 and Law Firm Lead of the Year at the Women and Diversity in Law Awards 2025, she has led on landmark matters including the creation of England's first Combined County Authority and advises high-profile clients such as Welsh Government, Defra, and the Cabinet Office.



Tiffany Cloynes

PARTNER, CAPSTICKS

Tiffany is recognised as an expert in her field with an excellent reputation and substantial experience acting for local authorities and other public sector bodies on large scale, complex projects involving powers and vires, best value, procurement, joint ventures, funding, subsidy control and other key aspects of public law. Underpinning this expertise is extensive knowledge and practical experience of public and administrative law. Tiffany is skilled in project managing input into projects from a number of advisers and has acted on a number of high profile transactions including where procurements have been challenged and, in each case, those challenges have been unsuccessful.



Rebecca Gilbert

PARTNER, CAPSTICKS

Rebecca has extensive experience in public sector projects advising local authorities and other public sector clients on a variety of complex and multi-disciplinary projects ranging from regeneration and development, infrastructure, alternative delivery models, joint ventures, collaborations and service arrangements. She has extensive knowledge and practical experience of public and administrative law including powers and vires, best value, procurement and subsidy control. Her practical experience enables her to manage projects effectively as well as identifying solutions to potential issues arising and supporting her clients throughout their projects enabling them to progress as smoothly as possible.

Workshop 02

Block B

**Browne
Jacobson**



TITLE: The Employment Rights Act and Public Sector Organisational Change

WORKSHOP DETAILS

This session features two expert presenters covering topics under the Employment Rights Act.

Kerren Daly from Browne Jacobson will provide a practical understanding of the key legal implications arising from changes to unfair dismissal legislation introduced by the Employment Rights Act, which takes effect on 1 January 2027, providing guidance on advising their organisations and updating workplace policies to manage dismissal risk effectively. Sean Hick, Partner at Capsticks, will then explore changes to dismissal and re-engagement practices under the Act, covering the new provisions, their expected implementation, and the practical legal risks and considerations for public sector employers managing organisational change, restructures, and workforce reforms.

SPEAKERS



Kerren Daly
PARTNER, BROWNE JACOBSON

Kerren has over 20 years' experience in all aspects of employment law, with particular interest in matters of strategic and organisational importance including restructures, mergers, executive terminations, high profile and sensitive matters, disputes and governance issues. Kerren is recognised as a leading individual in Legal 500. The published feedback was that she has a "fantastic knack of getting to the nub of an issue and then follows it up with clear advice" and is also described by clients as "exceptional". Kerren supports the firm's national Government team and given her expertise, Kerren also advises on highly confidential public sector investigations including the investigations in respect of senior employees and statutory officers' conduct.



Sean Hick
PARTNER, CAPSTICKS

Sean is a Partner in Capsticks' national employment and pensions team. Sean has specialised in employment law within the public sector (healthcare, local government and emergency services) since qualifying in 2016 and has six years' experience prior to qualifying in advising on employment issues for public, private and third sector clients.

Sean leads on the firm's offering for local government clients in the north of the country as well as being embedded into work with the firm's ambulance sector clients.

Workshop 03

Block B

TITLE: Social Care Workshop:
Funding and Ordinary Residence Disputes

WORKSHOP DETAILS

Peggy Etiebet will lead a practical workshop exploring funding and ordinary residence disputes in social care.

The session will consider the legal framework, common areas of dispute between local authorities and other public bodies, and key practical considerations when determining responsibility for care and support.

SPEAKER



Peggy Etiebet

CORNERSTONE BARRISTERS

Peggy Etiebet of Cornerstone Barristers is an experienced social care practitioner who advises and represents local authorities across adult and children's social care, housing and health. Her expertise includes the Care Act 2014, ordinary residence and funding disputes, mental capacity and mental health, and support for people from abroad.

Workshop 04

Block B

TITLE: Recruiting local authority lawyers:
a practice manager's guide to attracting
the right people

WORKSHOP DETAILS

Recruiting experienced lawyers into local government continues to present challenges for legal teams, from attracting candidates with the right skills and experience to competing on salary, flexibility and the overall employee proposition.

In this practical session, Natalie Delaney, Senior Business Manager, and Ciara D'Arcy, Senior Consultant at Sellick Partnership, will share their perspective on the current local authority legal recruitment market and what legal practice managers can do to improve recruitment outcomes.

The session will explore:

- What the current local authority legal recruitment market looks like, including candidate availability and salary expectations.
- How to write clear and realistic role specifications that attract the right candidates.
- Common requirements that can unnecessarily restrict candidate pools.
- What candidates currently value when considering local authority opportunities.
- How councils can strengthen their proposition when they cannot compete on salary alone.
- Practical steps legal teams can take to attract, engage and secure suitable candidates.

Natalie and Ciara will draw on their experience recruiting legal professionals for local authorities across the UK, followed by an open Q&A and discussion where delegates can share their own recruitment challenges and experiences.

SPEAKERS



Natalie Delaney

SENIOR BUSINESS MANAGER, SELICK PARTNERSHIP

Natalie Delaney is a Senior Business Manager within Sellick Partnership's Legal Public Sector team. She specialises in recruiting locum, fixed-term and permanent legal professionals across Wales, Cheshire and the Wirral. Natalie joined Sellick Partnership in 2014 and has developed extensive experience of supporting public sector legal teams with their recruitment needs. Her consultative approach and knowledge of local authority legal recruitment enable her to advise organisations on shaping realistic briefs, reaching suitable candidates and improving recruitment outcomes.



Ciara D'Arcy

SENIOR CONSULTANT, SELICK PARTNERSHIP

Ciara D'Arcy is a Senior Consultant within Sellick Partnership's Legal Public Sector team. She recruits locum, fixed-term and permanent legal professionals across Greater Manchester, Lancashire and the Lakes. Through her day-to-day work with legal teams and jobseekers, Ciara has developed a detailed understanding of candidate availability, salary expectations and the factors influencing lawyers' career decisions. Ciara brings current, practical insight into the challenges organisations face when competing for experienced legal professionals.

Other Sponsors and Exhibitors

THANK YOU to our sponsors and exhibitors
Broadway House Chambers, Capsticks,
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To access all this information and receive email updates from the Consortium Development Manager, you do need to be registered so please contact Fiona to make sure you don't miss out:

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