



ANNA DOUGHAN

COMMERCIAL LAWYER AND
PRINCIPAL SOLICITOR
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Tailored, Solution-Oriented Commercial Advice for Private, Public and Not-for-Profit Entities.

Anna advises a diverse portfolio of small to medium-sized businesses including, private businesses, local councils, traditional owner groups, charities and not-for profit entities, across a broad range of commercial and corporate matters. Anna provides strategic, commercially focused legal advice tailored to support clients at every stage of their business lifecycle – from establishment and structuring through to growth, investment and exit.

Anna's experience includes advising on commercial and retail leasing (acting for both landlords and tenants), business structuring and restructuring, and the purchase and sale of businesses. Anna regularly assist clients with business and equity transactions, ensuring transactions are managed efficiently while safeguarding clients' commercial objectives.

Anna also advises on company incorporations and governance matters, including the establishment and structuring of charities and not-for-profit entities. Anna's approach combines technical precision with practical insight, delivering clear, solution-oriented advice aligned with clients' strategic goals.

FOCUS AREAS

Commercial Transactions

- Commercial and contract legal advice.
- Transaction support for business acquisitions and equity sales and purchases.

Commercial Operations

- Commercial and retail leasing advice.
- Corporate advice, restructuring and regulatory compliance.
- Advising on charity establishment documents and registration.
- Advising on intellectual property and trademarking matters.

Business Risk Mitigation

- Contract reviews and risk management advice.

Corporate Governance

- Advising and drafting of shareholder and equity holder agreements.
- Preparation, reviewing and advising on governing documents and regulatory compliance.

NOTABLE MATTERS

- Act for charities and not-for-profits, including Traditional Owner groups, in liaising and negotiating with local councils and government departments on complex commercial matters, including land management agreements, intellectual property rights, leasing arrangements, and property acquisitions (including adverse possession claims and gifts of land).
- Advise private businesses on the development and refinement of governing documents, providing strategic guidance on compliance obligations and preparing documentation designed to mitigate legal and commercial risk.
- Act for local councils, government entities and other stakeholders on a broad range of commercial and leasing matters, providing strategic advice on risk allocation, governance, and regulatory compliance.

- Lead and assist on significant business acquisitions, including undertaking and coordinating comprehensive legal due diligence to identify risk, inform negotiations, and support successful transaction outcomes.

PROFESSIONAL INTERESTS

- Anna is passionate about working with charitable and not-for-profit entities and supporting purpose-driven organisations to achieve meaningful impact within their communities. She enjoys helping clients navigate the legal complexities of their business and commercial transactions, providing clear, practical advice that enables confident and informed decision-making.
- Central to Anna's practice is building strong, ongoing, and supportive relationships founded on trust, responsiveness, and a genuine understanding of each client's objectives.
- Anna is a mentor and support to the professional development of junior lawyers helping them foster technical capability, commercial awareness, and client management skills.

COMMUNITY AND RECOGNITION

- Past committee member of the Bendigo Law Association (4 years)
- Lecturer and student mentor for the University of NSW's practical legal training course (12 years)
- Member of the Law Institute of Victoria

IN THE MEDIA

- <https://becklegal.com.au/commercial/running-or-starting-a-charity-what-you-need-to-know/>

