

Welcome to the Capsticks Pavilion

Thank you for taking the time
to visit us at UKREiiF 2026.

Under this roof, you'll find our sector-leading legal experts, alongside a programme of events designed to explore the challenges and opportunities shaping the built environment. We're here to share insights, take part in the conference's key discussions and connect with our peers across the sector.

Flip through this booklet to find full details of the Capsticks Pavilion Programme and more information about us, our work in the Housing, Local Government and Healthcare sectors, and how we support the communities we work with.

Any questions about anything in these pages? Simply ask someone with a Capsticks badge standing near you.

Thank you again for stopping by. We hope you enjoy UKREiiF.



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Meet Capsticks



Capsticks is one of the leading national public sector law firms.

We aim to be the firm of choice for organisations who work to make a difference. Whether you provide health or social care, develop or manage social housing, help communities to run or regulate professionals, we're able to work across sectors with our wide-ranging expertise and help you to deliver services to your communities.

At UKREiiF, the focus is on the future of real estate and on providing sustainable places and services – these depend on systems working together.

Our market-leading work across housing, local government and healthcare reflects the reality our clients face every day – that outcomes are shaped by interconnected pressures, from funding and regulation through to workforce, governance and community need. We support organisations to navigate that complexity with advice that is both strategic and grounded in operational reality, drawing on decades of experience across public services.

Our purpose is to deliver results that matter, and we do this by staying true to our core firm values: People First, Doing the Right Thing, and Forward Thinking.

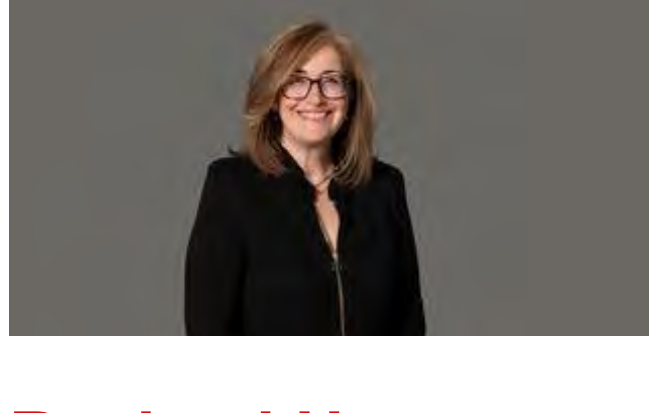
“The firm has a breadth and depth of knowledge and expertise. They are leading subject matter experts, with the ability to provide legal guidance according to the local, complex situation, also adapting where needed. They respond to feedback and work with the client to resolve any issues”

Legal 500, 2026

Contact us
events@capsticks.com

Meet the team

Our team at UKREiif brings together specialists from across the Housing, Local Government and Healthcare sectors who work closely with organisations to deliver essential services. You'll find them in the pavilion during the conference – at our sessions, over coffee and between events. Please come and say hello. Whether you have a specific question or just want to connect, we're always happy to talk.



Rachael Heenan

Senior Partner

Alongside leading the firm, Rachael advises clients in Health, Local Government, Regulatory and Housing sectors on employment, governance, and business strategy. A CEDR-qualified mediator, she mediates on workforce and governance issues.

Local Government



Tiffany Cloynes

Partner, Head of Local Government

Tiffany has extensive experience with large-scale regeneration and infrastructure projects. She advises on complex schemes involving collaboration agreements, funding arrangements, and governance, and is regularly sought after for training and speaking engagements.



Lucy Woods

Partner, Corporate & Commercial

Lucy specialises in procurement, commercial contracts, grant funding, vires and subsidy control law, delivering innovative solutions for complex projects across sectors including housing, regeneration, energy, and social care. She provides end-to-end support on project structuring, compliance, and contract management.



Ruth Yates

Partner, Corporate Commercial

Ruth specialises in public sector procurement, subsidy control, and grant funding. She advises local authorities and public bodies on major projects across sectors including housing, regeneration, energy, and transport. Ruth provides legal support on project structuring, compliance, and contractual documentation, and regularly delivers training on procurement and subsidy control rules.

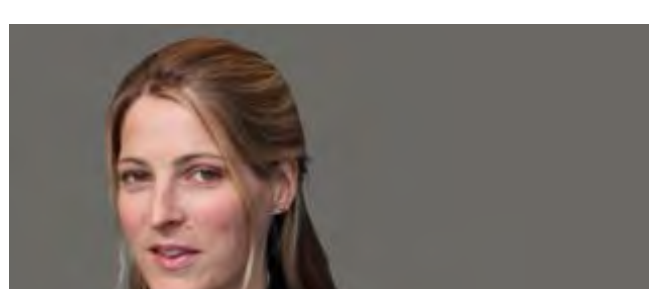


Rebecca Gilbert

Legal Director, Local Government

Rebecca specialises in public sector projects, advising local authorities and public bodies on complex regeneration, development, infrastructure and service transformation initiatives. Her expertise spans property, commercial, and local government law, including development agreements, joint ventures, governance, funding arrangements, procurement, and land assembly.

Housing



Susie Rogers

Partner, Head of Housing

Susie specialises in security charging, stock rationalisation, void disposal programmes, and governance within the housing sector. She is an expert in commercial property arrangements and public sector funding, including revenue and capital grants. Susie leads major projects involving security charging and disposals, and regularly advises on governance, grant funding, and regulatory issues.



James Howard

Partner, Head of Housing & Regeneration

James advises registered providers on development, regeneration and commercial property matters, specialising in stock rationalisations, high-value site acquisitions, turnkey projects, and complex agreements. James has led major transactions, including multi-million-pound housing schemes and portfolio acquisitions for REITs.



Darren Hooker

Partner, Head of Social Housing Governance

Darren specialises in corporate governance and regulatory issues for Registered Providers, public sector bodies, and charities. He has extensive experience in corporate restructuring, including mergers, group consolidations, and establishing new entities, and regularly advises on regulatory compliance.



Suzanne Smith

Partner, Housing & Regeneration

Suzanne leads the planning law division, advising on a wide range of town planning matters for charities, local authorities, the NHS, and social housing clients. She specialises in both contentious and non-contentious planning law, including major residential and commercial developments, s106 agreements, planning inquiries, and CIL.



Spencer Vella Sultana

Partner, Housing & Regeneration

Spencer advises registered providers and developers on a wide range of property and asset management transactions, specialising in site development and estate regeneration schemes, including joint ventures, golden brick, and turnkey projects. He also has expertise in construction and planning issues and has worked with national housebuilders on framework agreements tailored for the social housing sector.

Healthcare



Lee Clarke

Partner, Corporate Commercial

Lee specialises in projects and commercial work for health, defence, and social housing sectors. He has extensive experience advising on NHS infrastructure procurement, PFI/PPP schemes, hospital developments, and strategic FM outsourcing. He also advises on complex social housing contracts, joint ventures, and integration projects, delivering innovative solutions for high-value, multi-sector initiatives.



Matthew Hunter

Partner, Real Estate

Matthew specialises in health and social care property. He has extensive experience advising hospital and mental health trusts, as well as organisations in primary and community care. He handles high-value sales and acquisitions, leases, developments, and landlord and tenant matters, and works on major capital projects including complex hospital developments, NHS LIFT schemes, and staff accommodation projects.

Some of our Business Development & Marketing team is also on hand at UKREiif to help or answer any queries:

Gemma Vaites
Director of Business Development & Marketing

Sophie Edge
Head of Marketing Operations

Billy Halford
Communications Team Leader

Claire Velluet
Business Development Manager, Housing and Local Government

Jessica Bennett
Events Manager

Nicola Birkett
Senior Shows Executive

Esther Showemimo
Business Development and Marketing Coordinator

Programme

Tuesday

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8:00

Coffee with Capsticks

Kickstart your morning with a barista-made coffee and meet the Capsticks team.



10:30–11:30

Devolution and Local Empowerment: The Changing Roles of Mayors, Combined and Combined County Authorities, and Their Constituent Councils

This session examines the evolving devolution landscape in light of the English Devolution and Community Empowerment Bill, focusing on the roles of the Mayor, CA/CCA and Constituent Councils in working with communities and the private sector to deliver local priorities in infrastructure, transport, planning and development.

Speakers

Tiffany Cloynes (Head of Local Government, Capsticks), Gillian Duckworth (Solicitor & Monitoring Officer, Greater Manchester Combined Authority), Jonathan Turner (International Partner, Cushman & Wakefield), Nikki Manpreet Kaur Deol (Assistant Director – Legal, Governance & Compliance, West Yorkshire Combined Authority), Sanjit Sull (Monitoring Officer, East Midlands Combined Authority)



Tiffany Cloynes
Head of Local Government, Capsticks

11:45–12:30

Is Planning Reform a Help or Hindrance in Delivering 1.5m Homes?

This is an opportunity to explore the reforms to the current planning system and consider if these go far enough to achieve the delivery of 1.5m homes. If not, then what else needs to be addressed to reach those targets?

Speakers

Suzanne Smith (Head of Planning, Capsticks), Gayle Wootton (Director of Property and Planning, South Ribble Borough Council), Paul Thomas (Director of Planning and Placemaking, Milton Keynes Council)



Suzanne Smith
Head of Planning, Capsticks

2:00–3:00

Mayday! Mayday! How Do We Modernise Housing Delivery in Local Government Without Sinking the Ship?

With local authority housing delivery under strain, this session examines the risks and bottlenecks behind today's "Mayday" moment. We look at legal complexity, investment pressures and council side constraints to identify practical steps that can modernise the system and accelerate getting homes built.

Speakers

Lucy Woods (Partner, Capsticks), Justin Carty (Head of Residential Investment Advisory, CBRE), Pauline Schaffer (Director of Infrastructure Funding, Homes England), Chris Carthy (Assistant Director of Housing Regeneration and Delivery at Hackney Council)



Lucy Woods
Partner, Capsticks

3:15–4:15

Decarb Dilemma: Public vs Private Investment in the Public Sector Estate

Join us for a dynamic debate as two sides clash over the future of funding decarbonisation in public estates. Is private capital the accelerator of Net Zero, or does public investment safeguard accountability and equity?

Speakers

Lee Clarke (Partner, Capsticks), Simon Newland (Programme and Technical Director, Guy's and St Thomas' NHS Foundation Trust), Mark Easter (Director, Energy Transition, Amberside Advisors), David de Wet (Managing Director, Ecovate), Mei Ren (Partner, BuroHappold Engineering), Delphine Gilbert (Managing Director, Dalkia), Sarah Beaumont Smith (Strategy Director, Meridiam).



Lee Clarke
Partner, Capsticks

4:30–5:30

The Future for Home Ownership

This high-level panel discussion focuses on the future for home ownership – whether we are building the right homes, offering the right tenures, and enabling buyers to access finance.

Speakers

James Howard (Head of Housing & Regeneration, Capsticks), Stuart Hensby (Director of Sales & Marketing, Abri), Elton Ashworth (Solicitor & Managing Director, Watson Ramsbottom), Felicity Barnett (Mortgage Advice Bureau), Claire Brenlund (Sales and Marketing Director in Property and Investment, L&Q)



James Howard
Head of Housing & Regeneration, Capsticks

5:30–6:30

The First Round's On Us

Join our experts in the Capsticks pavilion to unwind and chat through the day's events over a glass of something nice.



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8:00

Coffee with Capsticks

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10:00–11:00

Opportunities and Challenges of Strategic Partnerships to Unlock the 1.5m Homes Strategy

This session will explore the current issues facing the housing sector in delivering the government's ambition to deliver 1.5 million new homes. In particular, we will focus on how a collaborative approach can maximise existing and new opportunities to deliver new housing and how perceived obstacles can be overcome.

Speakers

Susie Rogers (Head of Housing, Capsticks), Steve Coffey (Group CEO, Torus Group), Sam Stone (Director of Land & Planning, Abri Group), Eleanor Frith (Director of Land and Partnerships North, Clarion)



Susie Rogers
Head of Housing,
Capsticks

11:15–12:15

Power in Partnership: A New Era of PPP?

This session, hosted in collaboration between Capsticks and WSP, examines essential elements for successful public sector infrastructure programmes and how to embed lessons from past initiatives. Our expert panel will also discuss the key opportunities, challenges and operational considerations shaping future PPP models.

Speakers

Matthew Hunter (Partner, Capsticks), Anisha Mayor, (Director – UK Head of Healthcare, WSP), Nafees Arif (CFO, Community Healthcare Partnerships), Chris Gill (Managing Director, Kajima Partnerships Limited), Jonathan Webb (Investment Director, Prime Plc), Susie Rogers (Head of Housing, Capsticks)



Matthew Hunter
Partner, Capsticks

2:30–3:00

In Conversation with Leeds City Council

Join Capsticks Senior Partner Rachael Heenan and Andrew Dodman, Assistant Chief Executive for People, Digital and Change at Leeds City Council, as they explore career potential, succession planning, talent attraction and retention, employer brand building and provide examples that showcase the impact of public service.

Speakers

Rachael Heenan (Senior Partner, Capsticks) and Andrew Dodman (Assistant Chief Executive – People, Digital and Change, Leeds City Council)



Rachael Heenan
Senior Partner, Capsticks

3:30–4:15

In Conversation with the Regulator of Social Housing

Join Darren Hooker and Will Perry as they discuss the sector's role in society, shifting regulatory expectations, funding pressures, and how providers can balance improving existing homes with delivering new ones to meet future housing needs.

Speakers

Darren Hooker (Head of Social Housing Governance, Capsticks), Will Perry (Director of Strategy, Regulator of Social Housing)



Darren Hooker
Head of Social Housing
Governance, Capsticks

4:30–6:00

Mid-REiiF Mingle, Hosted by Capsticks and WSP

After two packed days of panels and roundtables, it's time to unwind. Join us for a cold glass of something nice.





Programme

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8:00

Coffee with Capsticks

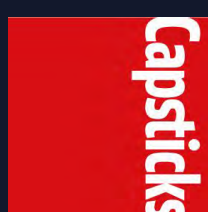
Kickstart your morning with a barista-made coffee and meet the Capsticks team.



10:00–2:00

Refuel & Reflect: The UKREiiF Unwind

All panelled out? Don't fancy another round table? Come and join us for an informal coffee and debrief with our legal experts on what the big topics have been at UKREiiF.



Contact us
events@capsticks.com

Housing

Our Housing Development and Regeneration team is one of the largest in the country, advising housing associations and registered providers on a national, full-service basis.

Our broad expertise includes bespoke private developments and regeneration projects, security charging, banking and treasury matters.

We advise on development transactions that include:

- forward funded schemes
- s106 acquisitions
- golden brick transactions
- land led schemes
- options/conditional contracts
- overage provisions

We also advise on:

- large-scale estate regeneration schemes
- stock rationalisations
- general asset management work
- all aspects of the planning process from policy and development control, and preliminary planning advice through to planning appeals and judicial reviews (including leading s106 negotiations and variations for local planning authorities and combined authorities to support the delivery of complex regeneration schemes).

Partner Susie Rogers leads our work in the Housing sector. She specialises in security charging, stock rationalisation, void disposal programmes and governance within the Housing sector. She is also an expert in commercial property arrangements and in public sector funding and powers, including revenue and capital grants. Susie has been at the heart of the sector for many years, working closely with Registered Providers and industry consultants, sharing her insights around key government announcements and changes, always with an eye on what's on the horizon for the sector and how best to support our clients.

“Capsticks staff have a wealth of experience in not only the law surrounding housing but also the challenges facing social housing providers and their customers.”

Chambers & Partners 2025

CASE STUDY

The client:

Abri

The instruction

We are acting for Abri on the disposal of a substantial portfolio of market rent units to an out-of-sector purchaser, with Savills instructed as agent. The first two parts of portfolio, which included both whole-block schemes and pepper-potted units across multiple locations, were marketed in two lots, although ultimately acquired by a single buyer. The disposal of further parts of the portfolio is under consideration by the client. The scale and diversity of the stock, combined with varied tenure arrangements, land interests and management structures.

The disposal formed a key part of the client's wider asset management strategy, designed to streamline its portfolio and support reinvestment. It required careful navigation of regulatory obligations, governance requirements and the implications of divesting assets within a highly regulated social housing environment.

How Capsticks helped

We advised on all legal aspects of the portfolio sale, including –

- preparing and negotiating documentation for freehold transfers, lease assignments, new leases at block and unit level, and leaseback arrangements to support ongoing occupation and management
- guiding the client through governance, regulatory and charity law requirements to ensure full compliance with statutory and internal processes
- covering consultation obligations, building safety requirements such as landlord certificates, and data protection considerations linked to the transfer
- managed stock transfer formalities for management company shares, including replacement certificates and share indemnity advice

The result

Through coordinated, multidisciplinary support, we ensured the transaction progressed smoothly and delivered a compliant, well-structured disposal aligned with the client's commercial and strategic objectives.



CASE STUDY

The client:

Metropolitan Thames Valley Housing Association (MTVH)

The instruction

We advised MTVH on the acquisition of 170 affordable homes for rent and shared ownership from a national housebuilder, including the purchase of an entire block of flats at practical completion.

How Capsticks helped

The high value transaction formed part of MTVH's programme to secure new affordable housing at scale and required a joined up approach across:

- acquisition structure
- development delivery
- risk management.

It was commercially and technically complex, combining tight, seller led timescales with construction, fire safety and planning considerations, including Section 106 constraints. Taking place against a backdrop of increased regulation, heightened building safety scrutiny and continuing pressure to accelerate housing delivery, the acquisition demanded a pragmatic, risk aware approach while maintaining momentum.

We also advised on the structure of the acquisition and led negotiations on the development agreements and purchase documentation, supported by integrated planning and construction expertise.

- Our planning team advised on the planning position and mitigated risk arising from the Section 106 agreement.
- Our construction team advised on the build documentation, including collateral warranties and deeds of novation, with particular focus on construction and fire safety risk.

The result

Working closely with MTVH, we progressed the transaction efficiently and achieved exchange and completion within compressed, seller driven deadlines. Early coordination with our sales specialists ensured a seamless transition into the onward sale of shared ownership units, protecting value and supporting continued delivery at pace. The matter demonstrates how clear, commercial advice supports partnership working, effective risk management and the delivery of affordable homes at scale.



CASE STUDY

The client:

West Hertfordshire Teaching Hospitals NHS Trust

The instruction

Our major infrastructure projects team are providing on-going support to West Hertfordshire Teaching Hospitals NHS Trust in relation to the proposed redevelopment of Watford General Hospital which the government have confirmed will be fully funded under its New Hospital Programme.

How Capsticks helped

Throughout the planning application process, our planning experts have advised alongside the Trust's planning advisers in support of a successful grant of outline planning permission.

- We negotiated and completed the s106 agreement, a subsequent deed of variation, alongside various highways agreements with the borough and county councils.
- Due to the largescale nature of the development and its strategic relationship within the Riverwell Masterplan (being the largest regeneration project in Watford), we have provided advice on a range of complex planning considerations, such as the Pilkington principle (post the Hillside Parks Supreme Court decision) and the appropriate use of use of s96a and s73 planning applications.

The result

This matter demonstrates the importance of seeking technical expertise from trusted advisers to support the development of modern healthcare facilities for the community. This case study is provided for information purposes only and reflects the position at the time of writing.



This is only a sample of the work we carry out. Speak to Susie Rogers or any other member of our Housing team to find out more about our work and how Capsticks can help your organisation.

You can also scan the QR code to find out more about our Housing team and services:



Click [here](#) to visit our subscription page.

Local Government

Local authorities are increasingly under pressure to deliver crucial services, be innovative and adapt to extensive legal and regulatory change – including devolution and Local Government reorganisation (LGR) – all on a limited budget.

Whether you're applying for a large regeneration project or looking to update constitutional documents, our advice is cost-effective and strategic, complemented by practical knowledge of your daily challenges complemented by practical knowledge of your daily challenges, drawn from our team's first-hand experience working in-house at local authorities

“Capsticks deliver what we ask of them. Advice is timely, and case preparation gets to the heart of the matter.”

Legal 500, 2025

Our work in this area is wide-ranging and multifaceted:

- our advisory teams can provide practical advice across a range of local authority services
- our corporate experts can help authorities set up joint bodies, provide initial advice prior to set up and manage the contractual arrangements smoothly
- our real estate lawyers act for registered providers and advise on large-scale regeneration schemes
- we also have specialists who can advise on employment matters, consumer standards inspections, procurement, planning, highways and environmental.

Partner Tiffany Cloynes leads our work in the Local Government sector. She has an excellent reputation and substantial experience acting on large scale, complex regeneration and infrastructure projects and is recognised as a leader in her field by clients and the legal press. Underpinning this expertise is extensive knowledge and practical experience of public and administrative law.

CASE STUDY

The client:

City of York Council



The instruction

We are currently acting for City of York Council on one of the UK's largest regeneration projects to deliver a brand-new city quarter comprising 45 hectares of brownfield land. The project is linked to the city's railway station and National Railway Museum and is being developed in partnership with Homes England, Network Rail and the National Railway Museum.

The proposal is to transform the site into:

- around 2,500 new homes (at least 20% of which will be affordable)
- 1 million sq ft of commercial and retail space
- two new civic squares
- 18+ acres of park land and realm
- a 200-bed hotel
- extension to the National Railway Museum, with £135m investment into infrastructure.

How Capsticks helped

Drawing on our extensive experience in major regeneration projects, we are supporting the Council's in house team with practical, solution focused advice on collaborative working to deliver the scheme.

- We completed a complex Deed of Variation of the Phase 1 Section 38/278 Infrastructure Development Agreement made between four public sector bodies and are presently negotiating the Phase 2 s38/s278 Infrastructure Development Agreement.
- We are also advising the Council in connection with a complex Bridge Agreement for the new East Coast Mainline Bridge and various deeds of easements in relation to other bridge structures forming part of the site.

We are also:

- advising the Council in relation to commuted sums, warranties, bonds, insurance, planning and construction matters
- supporting the Council with relevant Certificates of Title, associated land issues, statutory transfers and supplemental agreements, road closures, enabling works and collateral warranties.

The result

Our detailed project plan and action list have allowed the Council and the wider team to identify workstreams, responsibilities, interdependencies and key risks. We continue to offer a full range of legal advice and support to the Council as the UK's largest regeneration project progresses to the next phase of its journey.

CASE STUDY

The client:

Westmoreland and Furness Council



The instruction

We advised and supported Westmorland and Furness Council, in their capacity as one of the Constituent Councils, in connection with the setting up of the newly established Cumbria Combined Authority. Our focus has been to ensure that the new authority is fully prepared to operate effectively from day one and the governance structure put in place is robust and fit for purpose, particularly given the evolving nature of the legislative landscape surrounding devolution and the changes introduced by the new English Devolution and Community Empowerment Act.

How Capsticks helped

Our role was to advise on the full range of legal and governance arrangements required for establishment of the new Combined Authority. We:

- reviewed and commented on the draft statutory instrument from MHCLG, providing advice to the Council on the proposed governance structures, voting arrangements, membership structures
- produced the constitution and drafting procedure rules, standing orders, policies and terms of reference for the new authority
- provided employment advice, including the process and options around appointing interim and permanent statutory officers, and provided TUPE advice.

With the introduction of the English Devolution and Community Empowerment Bill, we are advising on the implication of functions being conferred to the Combined Authority via the new statutory framework under the Bill, including advising on concurrent functions exercisable between the Mayor, the Combined Authority and its Constituent Councils.

We have also been considering how the Constituent Councils and the Combined Authority will work together, particularly in relation to its transport functions, and have been advising on various collaborative and inter authority agreements.

A review of the Council's own constitution has also been undertaken to ensure that it remains robust and resilient to changes being brought about by the establishment of the new Combined Authority.

The result

Cumbria's first Mayor Authority was established on 24 February 2026 with elections for Cumbria's first Mayor scheduled for May 2027. Cumbria is one of the six areas included within the Devolution Priority Programme and the creation of Cumbria Combined Authority is of significant strategic importance and forms part of Government's commitment to devolving power from Whitehall to local communities as part of its wider "Plan for Change".

CASE STUDY

The client:

Sheffield City Council



The instruction

We acted for Sheffield City Council in relation to the redevelopment of Park Hill, the largest Grade II* listed building in Europe, originally completed in 1961 as a bold vision for modern urban living with its distinctive 'streets in the sky' – wide walkways outside each home, designed to be big enough for a milk float to pass. The Council entered into arrangements with developer Urban Splash, along with their joint venture partners Places for People, for the regeneration to transform the estate into safe and vibrant housing and workspaces.

This is being undertaken across five phases, and the first three have been completed, delivering:

- 455 new homes
- accommodation for 356 students
- more than 50,000 sq ft of workspace

Phase 4 is currently on site and will deliver:

- 125 new apartments (20% of which will be affordable via Great Places)
- green spaces
- EV charging
- a car club and bike storage

Phase 5 is expected to be taken forward in the near future.

How Capsticks helped

We have been advising the Council since 2016 on the renegotiation of the Development Agreement for Park Hill, initially to enable Phases 2 and 3 to progress. Since the end of last year, we have been supporting the Council with revisions to the suite of documentation to enable Phases 4 and 5 to be brought forward.

Part of these two final phases will involve the provision of affordable housing for Great Places and funding being made available by Homes England to both Urban Splash and Great Places as well funding from South Yorkshire Mayoral Combined Authority. This has resulted in further changes being required to the suite of documentation to reflect the requirements of both parties including to the:

- development agreement
- development funding agreement
- phase leases
- agreement for letting rights
- agreement for leases with Great Places
- funding and security documentation

The result

We have worked closely with the Council and the advisors for all parties to ensure that the documentation was concluded by the end of the financial year (31 March 2026) to enable the grant conditions to be satisfied.

Remember, this is only a snapshot of the work that we carry out. Speak to Tiffany Cloynes or any other member of our Local Government team to find out more about our work and how Capsticks can help your organisation.

You can also scan the QR code to find out more about our Local Government team and services:



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Contact us
events@capsticks.com

Healthcare

Our experts act for an unrivalled number of healthcare organisations on major property transactions, leases, asset management and estate matters.

In addition to complex and innovative joint venture redevelopments, we act on some of the largest and most politically sensitive hospital developments, NHS surplus land sales and urban regeneration schemes in the country.

Our team is consistently recognised in leading legal directories for their expertise in complex and high-profile healthcare projects, combining strategic advice with a practical understanding of the sector to help clients navigate regulatory and operational challenges.

“They have provided high-quality and timely advice consistently. This is underpinned by their understanding of the complexities, challenges and opportunities that face NHS organisations. Their advice is excellent, providing both a clear legal position and proposed pragmatic solutions. They are the go-to legal firm for complex legal issues facing the NHS.”

Legal 500, 2024

CASE STUDY

The client:

Sandwell & West Birmingham Hospitals NHS Trust



The instruction

We advised the Trust on the completion of the Midland Metropolitan University Hospital (MMUH), a landmark £1 billion development and one of the UK’s most significant recent healthcare infrastructure projects. The new “super hospital”, which opened in October 2024, involved both the delivery of a state-of-the-art facility and the complex relocation of services and staff from two major existing hospitals (Birmingham City Hospital and Sandwell General Hospital).

How Capsticks helped

Our work on this matter commenced following the unexpected collapse of Carillion in 2018. The Trust’s major PFI Project Agreement was unable to continue after the Carillion liquidation, and we advised the Trust on the termination of this contract and safe extraction from the project.

We continued to provide advice during the eight-month period after the Carillion collapse and helped to explore all possible options to complete the project. This included negotiation with the PFI project company and lenders while working alongside government teams.

We then advised the Trust on two major competitive procurement processes for a new build contractor and FM services, and still advise on:

- contract management
- estate strategy
- the operational transition into the new hospital.

The result

MMUH is now fully operational, providing modern, integrated healthcare facilities for the community, with the project widely recognised as a successful recovery of a nationally significant scheme.

CASE STUDY

The client:

Community Health Partnerships



The instruction

We are instructed on CHP’s national “Securing the Future” programme for the NHS Local Improvement Finance Trust (LIFT) estate – one of the most significant public private partnership initiatives in UK healthcare. The programme spans a large portfolio of over 300 primary and community care facilities (including community hospitals) and supports a wide range of occupiers, including GP practices, NHS trusts and independent healthcare providers.

How Capsticks helped

Many of the sites are held under long-term lease structures that will begin to expire over the coming years. CHP has the option to acquire properties at lease expiry, and we are advising throughout the development of its acquisition strategy and delivery.

- We are also supporting the CHP through the business case process, which has progressed through initial strategic stages and continues to develop through the relevant approvals pathway, including engagement at both DHSC and HM Treasury level.
- In parallel, we are helping to design a standardised and repeatable acquisition framework to streamline delivery across many assets, covering valuation approaches, dispute management, and handover requirements to ensure properties return to NHS ownership in an appropriate condition.
- Alongside this strategic work, our team is undertaking property due diligence to identify and manage any title, occupational, technical or operational risks that could impact future service delivery.

These two cases are only a small sample of our work for health and social care clients. Speak to Andrew Rowland or any other member of our Healthcare team to find out more about our work and how Capsticks can help your organisation.

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Social Value

Our clients provide vital services to people's lives, whether that's in Healthcare, Social Housing, Local Government or as a regulator protecting the public. Like them, we are committed to achieving positive outcomes across all the communities we serve.

We have established award-winning local projects that connect our teams directly with communities, raised thousands for a variety of charities, and taken meaningful steps to minimise our environmental impact. By embedding social value into everything we do, we help clients deliver measurable impact and contribute to a fairer, more connected society.



The Ahead Partnership

The Ahead Partnership is a national charity connecting employers with schools. Through our relationship with the organisation, we deliver mentoring, career advice, workshops and work-shadowing for pupils in areas of socio-economic disadvantage. In Birmingham, Leeds and London, around 90 students each year take part in a programme designed to build confidence, raise aspirations and increase awareness of professional careers – culminating in a mock Employment Tribunal hosted in our offices.



10,000 Black Interns Programme

We are proud participants in the 10,000 Black Interns Programme, which creates opportunities for black students and graduates to gain meaningful work experience across a wide range of industries. Now in our fourth year of participation with more joining us this June, we have welcomed ten interns into our legal and business services teams for six-week placements that offer hands-on experience, mentorship and valuable insights into the legal sector.

The programme is supported internally by our CREATE network (Capsticks, Race, Ethnicity, Allies, Traditions and Equity), which works alongside senior leadership to promote cultural and racial diversity across the firm.



CSR Forum

Our CSR Forum – a network of volunteers across all offices – ensures our social value activity reflects the needs of the communities where we live and work, from homelessness prevention and youth support to healthcare and wellbeing initiatives.

The Forum also provides a platform for colleagues to champion causes they are personally connected to and encourages new initiatives.



Environmental Sustainability

We are committed to reducing our environmental impact and embedding sustainability into how we operate. Since 2024, we have offset all known emissions and set clear targets to achieve Net Zero by 2040.

Across all our offices, landlords are encouraged to use 100% renewable energy tariffs, and we continue to maintain ISO 14001 accreditation for our environmental management systems. Working with Make it Wild, we offset emissions we cannot immediately reduce through restoration and protection of the natural environment. We also have other initiatives to cut waste and encourage greener commuting, and our procurement process prioritises suppliers who share our sustainability values. As members of the Legal Sustainability Alliance, we continue learning from sector leaders and holding ourselves accountable through transparent reporting on our journey to Net Zero.



Community Grants Fund

Through our Community Grants Fund, we provide financial support to grassroots groups and charities working to make a difference in their local communities. We aim to award up to seven grants per year, five to our office charities and two to selected trustee charities.

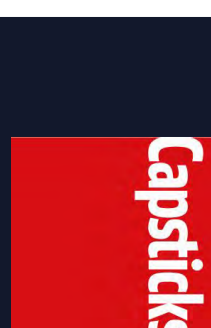
Click here to find out some more about previous grant recipients, the local charities individual offices work with, and how we support our communities:

<https://www.capsticks.com/about-us/corporate-social-responsibility>

Scan the QR code below to find out more about previous grant recipients, the local charities individual offices work with, and how we support our communities.



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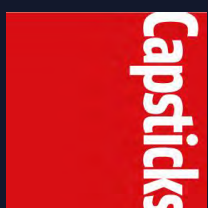
Thank you for visiting the Capsticks Pavilion at UKREiiF 2026.



To explore more about our work across Housing, Local Government and Healthcare, and to learn how we support the delivery of better places and services, scan the QR code below:



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