

---

TRANSFORMING  
PLACES

# HEALTHCARE

Carter Jonas

# MEET OUR HEALTHCARE SPECIALISTS

**OUR EXPERT TEAM OF PROFESSIONALS  
WORK SEAMLESSLY TO PROVIDE  
NATIONAL PROPERTY SERVICES  
ACROSS THE HEALTHCARE LANDSCAPE**



## **SECTOR LEAD/STRATEGY**

**Richard Waterson**

01865 404466 / 07872 809569

[richard.waterson@carterjonas.co.uk](mailto:richard.waterson@carterjonas.co.uk)



## **ACQUISITION AND DISPOSAL**

**Lester Wagman**

020 7518 3205 / 07765 220519

[lester.wagman@carterjonas.co.uk](mailto:lester.wagman@carterjonas.co.uk)



## **PROJECT MANAGEMENT**

**Matthew Ellams**

01132 031092 / 07554 226516

[matthew.ellams@carterjonas.co.uk](mailto:matthew.ellams@carterjonas.co.uk)



## **DEVELOPMENT CONSULTANCY**

**Emma Jewson**

01865 404463 / 07585 303731

[emma.jewson@carterjonas.co.uk](mailto:emma.jewson@carterjonas.co.uk)



## **COMPULSORY PURCHASE**

**Mark Warnett**

020 7518 3246 / 07801 666178

[mark.warnett@carterjonas.co.uk](mailto:mark.warnett@carterjonas.co.uk)



## **ENERGY, MINERALS AND WASTE**

**Greg Hilton**

01223 326829 / 07342 704562

[greg.hilton@carterjonas.co.uk](mailto:greg.hilton@carterjonas.co.uk)



## **INVESTMENT AND ASSET MANAGEMENT**

**James Latham**

01865 404470 / 07585 901591

[james.latham@carterjonas.co.uk](mailto:james.latham@carterjonas.co.uk)



## **LEASE CONSULTANCY**

**Paget Lloyd**

020 7529 1528 / 07867 906926

[paget.lloyd@carterjonas.co.uk](mailto:paget.lloyd@carterjonas.co.uk)



## **MASTERPLANNING**

**Johnny Clayton**

020 7518 3226 / 07557 428136

[johnny.clayton@carterjonas.co.uk](mailto:johnny.clayton@carterjonas.co.uk)



## **PLANNING CONSULTANCY**

**Huw Mellor**

01865 255166 / 07739 519195

[huw.mellor@carterjonas.co.uk](mailto:huw.mellor@carterjonas.co.uk)



## **TELECOMS**

**Mark Talbot**

01962 833366 / 07768 032272

[mark.talbot@carterjonas.co.uk](mailto:mark.talbot@carterjonas.co.uk)



## **BUILDING CONSULTANCY**

**Richard Love**

020 7518 3299 / 07780 667010

[richard.love@carterjonas.co.uk](mailto:richard.love@carterjonas.co.uk)



## **VALUATION**

**Dudley Holme-Turner**

020 7518 3286 / 07771 635015

[dudley.holme-turner@carterjonas.co.uk](mailto:dudley.holme-turner@carterjonas.co.uk)



# ABOUT OUR HEALTHCARE OFFERING

We provide effective and deliverable property advice across the healthcare landscape, working with a diverse range of public and private sector organisations including NHS trusts, clinical commissioning groups and sector focused investors, operators and property developers.

**Our experts provide a wide range of healthcare services, including:**

- Acquisition and disposal
- Building consultancy
- Development consultancy
- Estate strategy
- Investment and asset management advice
- Landlord and tenant advisory
- Masterplanning
- Planning consultancy
- Property management
- Valuations, including account valuations
- And many more

Due to our vast service offering within the sector, our specialist team can help with shaping strategic direction, assisting in business case preparation, masterplan proposals, testing financial viability, obtaining planning permission and facilitating development.

As part of a national and multi-disciplinary property focused partnership, our professionals can assist wherever you are in the UK, whatever your property concerns might be.

All of our experts have considerable experience within the healthcare field and always work closely with clients to understand the detail of specific issues, opportunities and the operational context.

# OUR UNDERSTANDING OF THE **HEALTHCARE** SECTOR

## PUBLIC SECTOR

---

As medicine advances, healthcare services need to adapt. The NHS has to continually project itself forward to offer services that will continue to align with highly developed medical technologies, drugs and research, to ensure patients benefit from receiving services that are truly fit, effective and up to date. The NHS long-term plan has set an ambitious set of targets and we recognise that the impact on property resources will feature in the vast majority of business case proposals.

We offer a collaborative approach in providing effective and deliverable property advice across healthcare in the public sector. We actively engage with our clients to unlock potential from under-employed resources by identifying key areas for improvement and rationalisation and offering alternative ideas into the strategic mix. We provide the key property perspectives necessary to deliver effective estate strategies, which are aligned with clinical needs and delivered via option appraisals and estates asset reviews.

A thorough understanding of planning potential and the market appetite for land and buildings in alternative use helps realise either optimised capital receipts, long-term revenue flows or a balanced mix of the two. Increasingly, the NHS is being recognised as a special case by the planning system with key issues including the provision of cost-effective clinical staff accommodation, parking and transportation solutions often frequenting the top of the agenda along with improved clinical provision.

Not only do we work with our clients on a strategic and planning level, but also in the implementation of agreed strategies. Our teams are active across the UK in the office, R&D, life sciences, residential, student housing and hotel markets, engaging at high level with occupier, investor and developer markets to obtain the very best understanding of trends, opportunities and values.

## PRIVATE

---

In the UK, escalating demand for private healthcare is driven by an aging population, which also presents considerable opportunity for healthcare operators, investors and developers.

Our nationally experienced property professionals are able to help their clients in capitalising on this area of growth by delivering complex healthcare solutions from project inception to implementation.

We can provide consultancy services for a wide variety of healthcare projects whether it be enhancing existing assets, developing and occupying, or acquiring and disposing of healthcare property. Sub-sectors of healthcare we have experience in include:

- Private and independent hospitals
- Dental surgeries
- Pharmacies
- Nursing and residential care homes
- Retirement villages and extra-care housing
- Supported living establishments
- Mental health facilities

## PRIMARY CARE

---



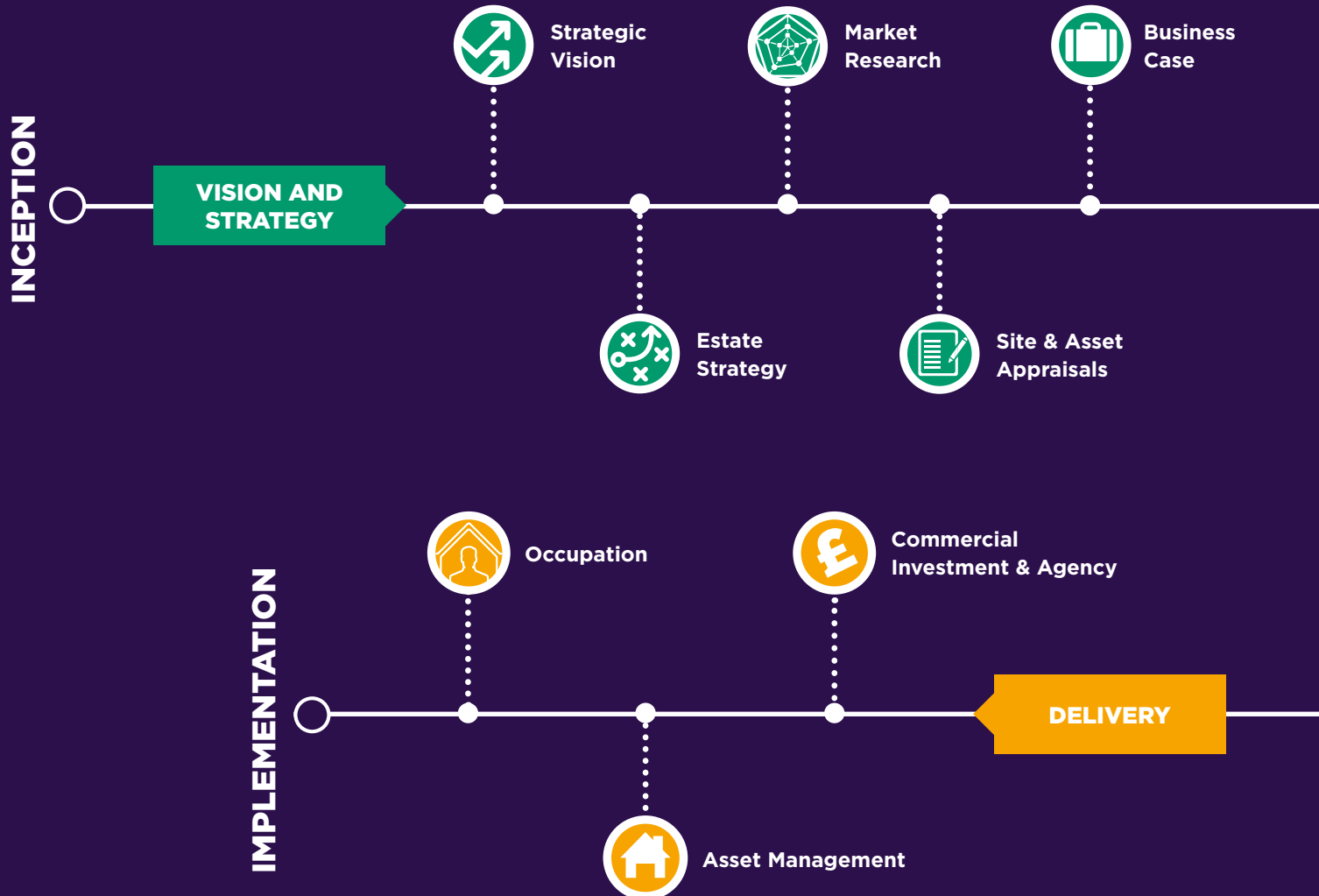
Primary care is at the frontline of healthcare services, as it is often the first and most regular port of call for people with health problems. GP surgeries, health centres, walk-in clinics, urgent care centres, dental practices, physio and other therapy clinics all fall within this category.

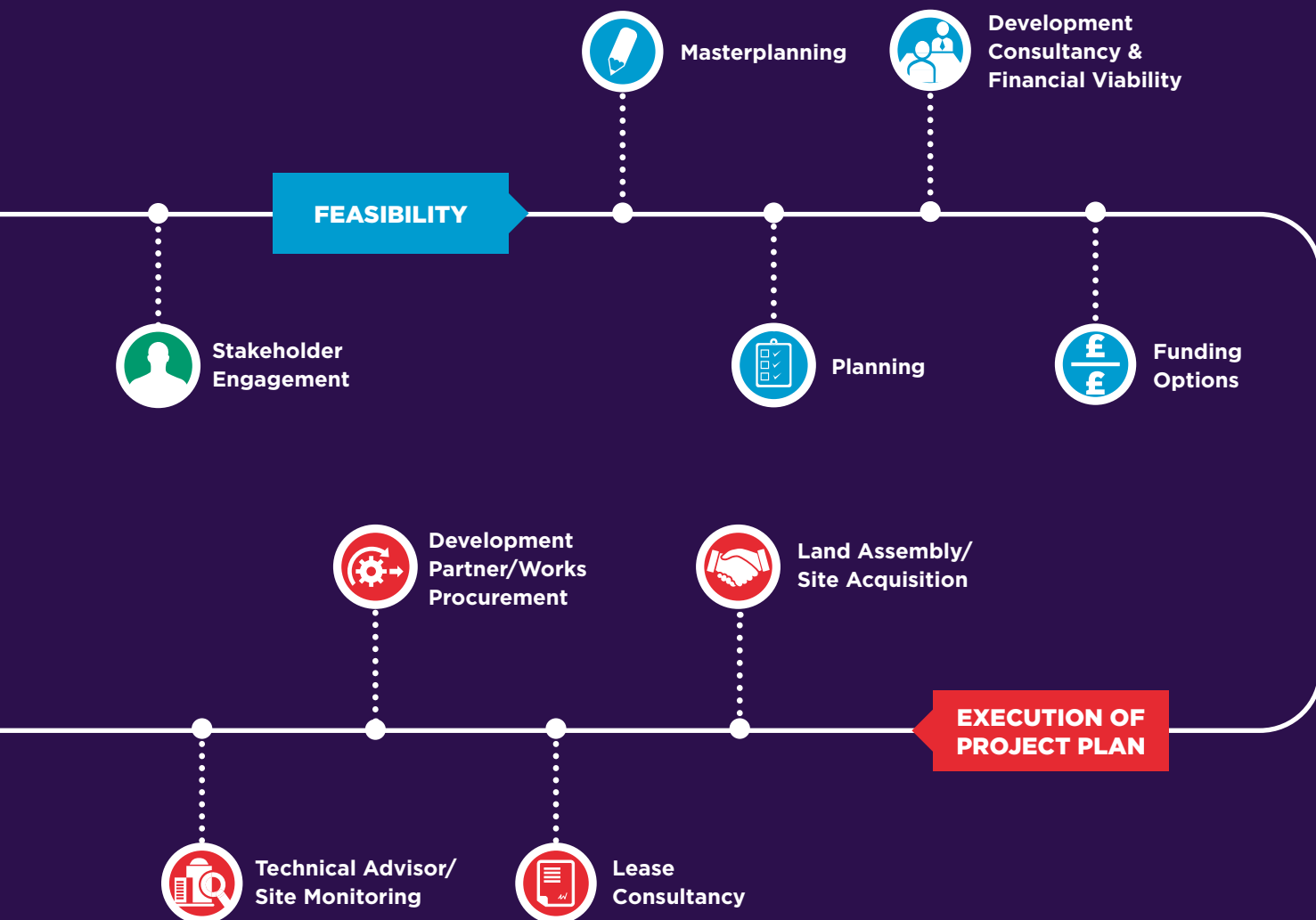
Investment in primary care premises has been a hot topic over the past 20 years there has been a drive to pump money into building new, improved primary care premises through such vehicles as NHS LIFT, Project Phoenix and privately funded schemes.

There is still a strong demand for better buildings for private investment. Healthcare commissioners are encouraging the co-location of GP practices in larger and more modern premises, which can offer longer opening hours and a wider range of 'community services'. As a result, some smaller and older premises have become obsolete.

We offer a wide range of specialist services to primary care premises occupiers and owners. This includes rental assessment, valuation, leasing and negotiation, asset valuation, acquisition and disposal, planning, development and investment advice, and of course strategic estate planning.

# HEALTHCARE PROPERTY SERVICE TIMELINE: FROM INCEPTION TO IMPLEMENTATION





# ABOUT OUR HEALTHCARE SERVICES

Through our network of offices, we are able to provide a national service to all clients and our experts have built a comprehensive knowledge of the local markets in which they operate.

---

## VISION & STRATEGY



### STRATEGIC VISION

We have a strong track record of preparing creative and robust business cases and estate strategies that inform decision making and drive change. Our work helps our clients to direct new investment and development decisions to the right locations at the right time.



### ESTATE STRATEGY

Carter Jonas has developed a Location Asset Strategy Review (LASR) model to identify key opportunities for the rationalisation of estates and property portfolios, thereby identifying potential to release capital receipts and/or revenue streams and to improve overall operational efficiencies. LASR aligns with key One Public Estate (OPE) objectives and pressure from central and local Government to encourage site sharing and cooperation between public sector organisations. We work with our clients to develop holistic estate strategies, designed to deliver the changes identified.



### MARKET RESEARCH

Using our in-house Geographic Information Systems (GIS) and bespoke market research surveys, we are able to define realistic catchments, population and other profiles including travel times and a wide range of socio-economic analyses. This intelligence, combined with our understanding of all key performance criteria, which is essential to viable development, means that we can advise on how to optimise the creation of attractive and viable locations, increase staff and visitor satisfaction and grow asset values and returns from the property asset base.



### SITE & ASSET APPRAISALS

We provide asset planning, development and financial viability advice to help our clients identify, understand and unlock the value of complex healthcare sites and difficult or failing assets. We offer perspective at national, regional and local levels and bring a unique blend of abilities to enable tangible results in what can often be seen as a complex and difficult arena.





## BUSINESS CASE

A business case is often required to support justification for the undertaking of a project. Such cases are usually based on the estimated cost of development and implementation against the risks, anticipated benefits and savings, all of which is measured against the client's strategic objectives. Our established team is well versed in the production of business cases which range from concise short-form plans for senior management, committee or board-level approval, through to HM Treasury's Five Case Model and supplementary Green Book guidance for formal review by the Cabinet Office.



## STAKEHOLDER ENGAGEMENT

One of our key strengths as a team is our ability to work collaboratively with healthcare providers, local communities, landowners, businesses and stakeholders to better understand the potential opportunities and constraints of new healthcare development initiatives. Our approach to engagement ranges from informal face-to-face meetings, through to co-ordinating more formal stakeholder workshops and public exhibitions, often working in parallel with the client organisation as required.

---

# FEASIBILITY



## MASTERPLANNING

Our in-house masterplanning teams are involved at all stages in the development and regeneration process. We help to create and deliver attractive, commercially and operationally viable and sustainable places that combine the optimum mix of uses in high quality buildings and environments. For larger schemes, the local planning authority will often insist on the preparation of a master plan as an informed document to guide estate development for many years.



## PLANNING

Our planning teams operate from regional centres across the UK and have a strong track record of negotiating and delivering a variety of healthcare schemes. This includes complex sites for both public and private sector clients. The teams are expert in the preparation of Local Plan representations and appearing at inquiry, as well as coordinating applications from a simple change of use through to complex planning applications involving multiple buildings and uses.

# ABOUT OUR HEALTHCARE SERVICES

---

## FEASIBILITY



### DEVELOPMENT CONSULTANCY & FINANCIAL VIABILITY

We have a dedicated team of development and valuation surveyors who are highly skilled in analysing healthcare development and advising on the financial viability of schemes. Our experts provide commercial direction through the design and planning process, including how to balance regeneration outputs and financial returns. Our network of offices across the UK means we are able to combine a national overview with a comprehensive knowledge of the local markets we work in.



### FUNDING OPTIONS

Our development and investment teams work on a wide variety of industry standard and innovative financial structures to source capital for development schemes. Working for both the public sector and private sector developers and investors, we have extensive experience of grant funding and related business cases.

---

## EXECUTION OF PROJECT PLAN



### LAND ASSEMBLY/SITE ACQUISITION

We are UK market leaders in land assembly advice. Our experts provide strategic advice to organisations, local authorities and developers to ensure timely delivery of land for redevelopment. We have experience in many national projects involving complex compulsory purchase processes.



### DEVELOPMENT PARTNER/WORKS PROCUREMENT

We regularly advise on the process of selecting the right development partner for redevelopment and regeneration schemes. Our services include the full range of procurement options, from conditional sales and development agreements through to full equity participation joint ventures. Our engagement in national markets and with key contacts in major developer and funding organisations, means that we can introduce potential partners quickly and effectively.



## LEASE CONSULTANCY

Our specialist consultants understand the intricacies operational leases for healthcare premises and are well versed in rental valuation, reviews and lease renewals including arbitration and expert appointments. We advise on structuring leases to balance daily operational needs with longer term strategic priorities in addition to break clauses, extensions to leases, deeds of surrender and variations to lease terms.



## TECHNICAL ADVISOR/SITE MONITORING

Our experienced consultants with building surveying, cost consultancy or project management backgrounds offer bespoke monitoring services for all clients. The team is able to assess and advise on the risks involved in individual projects and monitor the development project throughout the construction period, acting as an adviser to protect clients' interests throughout a highly complex process.

Even when unlocking the potential of surplus assets, we recognise that healthcare clients' first concerns are more often the reliability, efficiency and safe operation of complex business units looking after people every day. We understand what is involved and when advising on implementation of strategy we liaise closely with our skilled construction professionals to ensure operational and strategic needs are met.

---

# HANDOVER/DELIVERY



## COMMERCIAL INVESTMENT & AGENCY

We are advising our private and public sector clients on the valuation, acquisition and disposal of healthcare properties and portfolios across the UK, including forward sale and other funding of healthcare developments.



## ASSET MANAGEMENT

We have a strong track record in property asset management, ranging from day-to-day management to the preparation of business plans focused on lease restructuring, change of use, refurbishment and development. We can administer commercial rent collection and diary triggers for lease events such as break dates, rent review and upcoming expiries.



## OCCUPATION

Completion of the process is represented by occupation of the operational and 3rd party elements of the development.

**OUR  
WORK**

# CHURCHILL HOSPITAL OXFORD

We act as strategic property adviser to Oxford University Hospitals NHS Foundation Trust, who operate from three Oxford-based sites and one regional hospital site across a 180-acre estate.

The development of an overarching estate master plan vision identified many challenges including significant estate underutilisation, outdated buildings, split-site working and traffic congestion. The master plan was presented to the Trust's board in 2018. It was agreed that the implementation period would run until 2050.

With regard to the Churchill Hospital site, in March 2019 we completed a disposal of four development plots (10 acres) to the University of Oxford, who has purchased the land to complement their adjacent Old Road Campus of R&D space.

The additional land acquisition enables further expansion of the University estate in a strategic location integrated within a leading NHS hospital environment and with important adjacencies to the cancer, renal and transplant focus of the hospital.

In advising the Trust on this transaction, our specialists carried out a rigorous negotiation process with the University. The land value was considered in the context of agreed development capacity, and driven by building mass, which was established under the master plan.



Overage terms were also agreed and, following agreement of price and other terms, the Trust was supported through internal governance processes.

In addition, we have engaged with NHSI to provide necessary assurance as to value for money. The Trust and the University will now work closely together in the development of the next stage of the master plan covering the wider Churchill site, where there are significant development land opportunities still to capitalise on.





## BRICK BY BRICK CROYDON

Our experts were appointed by Brick by Brick, a private development company established by Croydon Council, having previously guided Croydon Healthcare Services NHS Trust on its strategic estate plan and advising of sites, negotiating terms for seven premises.

We were required to advise on a proposed primary care development in Coulsdon. Our planning team has successfully secured outline planning permission for a development of 1,400 sq m.

We have worked with the NHS Clinical Commissioning Group to establish demand for the development, negotiate terms and market rent. There was an overriding lease of the premises, which is to be part funded from CIL contributions elsewhere in the borough. We have also advised on the level of receipt that could be expected from a forward sale of this pre-let opportunity to an investor or fund and are soon to commence externalisation of the opportunity leading to a detailed development agreement, which will complete our client's funding to enable the development.

# SCHOEN CLINIC YORK

Our healthcare specialists have submitted a planning application for a £13m new facility to treat mental health patients at The Retreat, York on behalf of Schoen Clinic.

The proposed clinic, a 3,500 sq m three-storey building providing 46 beds, is set within a wider 2.46 acre site providing treatment for over 220 years. It will meet a unique healthcare need, treating patients with complex mental health diagnoses associated with eating and personality disorders across three units.

The facility will primarily serve the local community and expand the two existing services currently in operation. Options are being explored for an additional third mental health service, with building plans designed to accommodate a range of mental health diagnoses.

The design of the building reflects the heritage of this historic area. The building will utilise local materials such as brick and York stone, and the structure has been adapted to protect nearby trees. Schoen Clinic's vision is for the state-of-the-art healthcare facility to be set in traditional surroundings, with a sustainable approach to operations. The proposals also include the regeneration of an existing brick walled garden for outdoor therapy use.





## 33 OFFICES ACROSS THE COUNTRY, INCLUDING 9 IN CENTRAL LONDON

Bangor

Bath

Birmingham

Bristol

Cambridge Central

Cambridge North

Cambridge South

Cardiff

Harrogate

Kendal

Leeds

Long Melford

Marlborough

Marlborough Rural

Newbury

Northampton

Oxford

Peterborough

Shrewsbury

Taunton

Truro

Warrington

Winchester

York

National HQ One Chapel Place

Barnes

Fulham Bishop's Park

Fulham Parsons Green

Holland Park & Notting Hill

Marylebone & Regent's Park

Mayfair & St James's

South Kensington & Knightsbridge

Wandsworth

## ABOUT CARTER JONAS

**33** offices across the country, including **9** in central London

**1.3m+** acres of land we manage nationally

**154** Local Authorities employing Carter Jonas' services

**80%** of our business is from repeat clients, something we never take for granted and always work hard to protect

**23,000** acres of potential development land on which we are advising

**11th** leading employer of chartered town planners

Follow us on Twitter,  
LinkedIn and Instagram



# Carter Jonas