



**Healthcare**

**Transforming places**

**Carter Jonas**

# 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, Integrated Care System partners 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.

## Meet our healthcare specialists

Our expert team of professionals work seamlessly to provide national property services across the healthcare landscape.



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# 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 of 2019 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 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

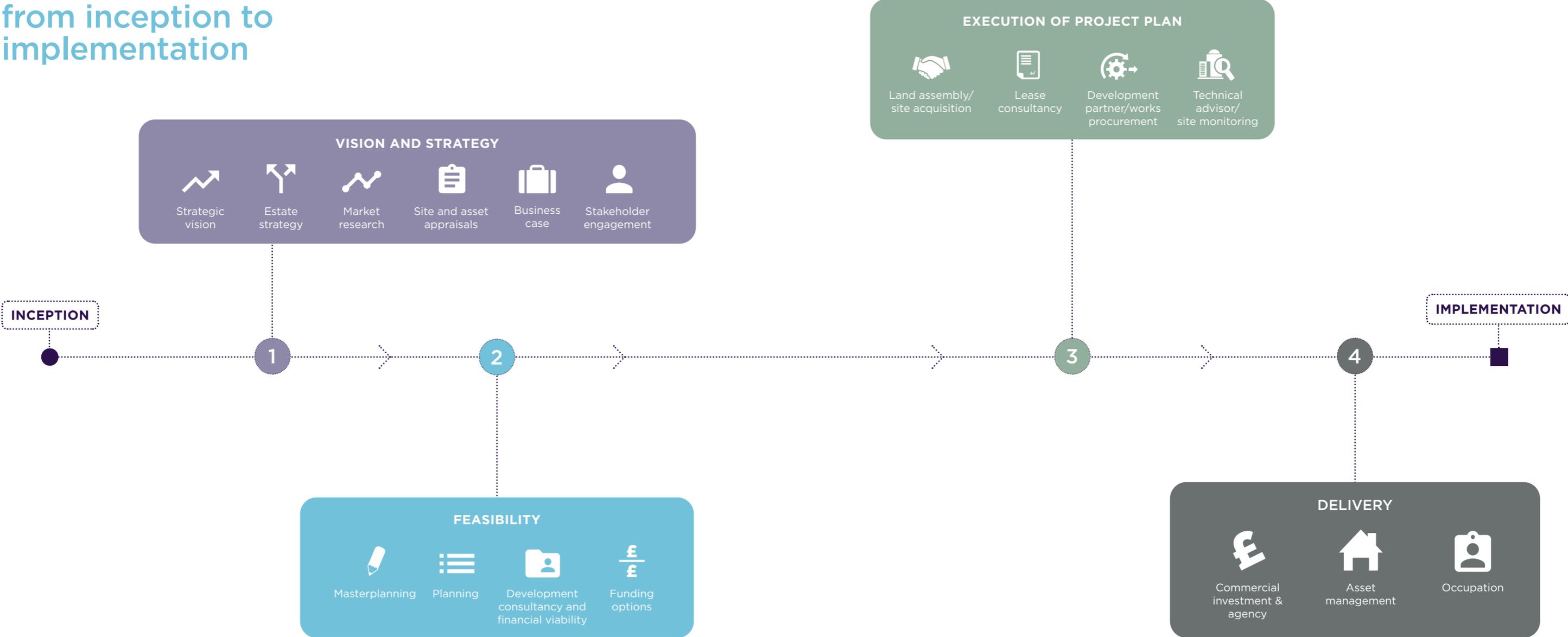
Primary care is at the frontline of healthcare services, as it is often the first and most regular port of call for people with health problems. GP surgeries, health centres, walk-in clinics, urgent care centres, dental practices, physio and other therapy clinics all fall within this category.

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. An increasing trend is 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' and other integrated benefits. 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 by our experts who have built a comprehensive knowledge of the local markets in which they operate.

## VISION AND 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 patient 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.



Strategic  
vision



Estate  
strategy



Market  
research



Site and asset  
appraisals



Business  
case



Stakeholder  
engagement

## 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.



 Masterplanning

 Planning

 Development consultancy and financial viability

 Funding options

**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.

**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.

 Land assembly/ site acquisition

 Lease consultancy

 Development partner/works procurement

 Technical advisor/ site monitoring

**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.

**Lease consultancy**

Our specialist consultants understand the intricacies of 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.

**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.

**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.

## Our work

### Churchill Hospital Oxford

- Strategic property advice
- Valuation

Carter Jonas act as property adviser to Oxford University Hospitals NHS Foundation Trust, who deliver services from three Oxford-based sites and one regional hospital site across an 180-acre estate plus various satellite facilities in neighbouring counties.

At the Trust's Churchill hospital site, we completed a disposal of four development plots (10 acres) to the University of Oxford who purchased the land to complement their adjacent Old Road Campus comprising existing R&D space, offices and a multi storey car park. The land transaction allows the University additional development capacity near its existing holdings and with immediate proximity to the renowned Churchill hospital and its world leading clinical specialities.

In advising the NHS 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 use and driven by building massing and site distribution which was established under the draft master plan.



Overage terms were also agreed and, following agreement of price and other terms, the Trust was supported by Carter Jonas through internal and external governance processes. For example, we 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 hospital site, where there are significant development land opportunities still to capitalise on.

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#### 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.



Commercial investment & agency



Asset Management



Occupation



## Brick by Brick Croydon

- Securing planning permission
- Rent and term negotiation

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 planning, and advising and negotiating terms for seven premises.

We were required to advise on a proposed primary care development in Coulsdon. Our planning team

successfully secured outline planning permission for a development of 15,000 sq ft. We 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 part funded from CIL contributions elsewhere in the borough. We have provided advise on the level of receipt that could be expected from a forward sale of the pre-let opportunity to an investor.

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## Schoen Clinic York

- Planning consultancy

Our healthcare specialists 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 38,000 sq. ft three-storey building providing 46 beds, is set within a wider 2.46 acre site providing treatment for over 220 years. The facility proposed treating patients with complex mental health diagnoses associated with eating and personality disorders across three units.

The design of the building reflects the heritage of this historic area utilising 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.

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## Adult Intensive Care Unit, John Radcliffe Hospital Oxford

- Planning application submission
- Achieved fast-tracked approval

Carter Jonas was instructed by the Oxford University Hospitals NHS Foundation Trust in 2020 to prepare and submit a full planning application for the erection of a new, 59,800 sq. ft., 5-storey Adult Intensive Care Unit following a requirement identified by the Buckinghamshire, Oxfordshire and Berkshire West ICS for increased critical care capacity to cover the Southeast region.

Given demand pressures, construction work needed to commence at speed and prior to the grant of planning permission. This process therefore required collaboration between Carter Jonas, the NHS Trust and Oxford City Council to ensure that Members of the Planning

Committee and senior Planning Officers were fully appraised and kept updated on the initial build phases whilst the planning application was being considered. Ultimately, this close working partnership resulted in the planning application being fast-tracked by Officers at Oxford City Council and placed before the East Area Planning Committee. The Committee resolved to grant approval in August 2021.

Achieving the delivery of the new facility in such a short space of time was only possible with the successful collaboration between Carter Jonas, the Applicant and the City Council and the proactive way in which all parties engaged through the planning application process.

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## Spencer Court, NHS Keyworker Housing Scheme Oxford

- Ground lease negotiation
- Relocation of previous NHS use

The construction of Spencer Court comprises 19 fully furnished flats housing 91 hospital staff, and forms part of a wider transaction to provide accommodation for approximately 440 members of NHS staff, located across two hospital sites. The remaining part of the scheme is currently under construction and on completion in 2025 will provide a further seven apartment buildings with a variety of unit sizes and communal spaces.

The project, a collaboration between Oxford University Hospitals NHS Foundation Trust, Oxford Hospitals Charity and A2Dominion, provides hospital staff with quality rental homes within walking distance of their work.

The accommodation provides staff with affordable rents and helps with the recruitment and retention of staff. The flats have added to the overall amount of staff accommodation provides and is part of a wider and ongoing initiative by the Trust to deliver more affordable homes to its staff.

Carter Jonas advised on long ground lease terms in respect of the transaction which is based on an agreement for lease triggering the long-term ground lease on completion with an initial premium sum paid. We also assisted the Trust with delivering vacant possession of the Spencer Court site through the successful relocation of previous storage uses.



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## Whitehouse Health Centre Milton Keynes

- Marketing for Health Uses
- Lease terms and rental negotiations
- Agreeing terms with VOA for GP occupation of part

Whitehouse Health Centre is a new purpose-built facility covering 30,400 sq. ft. located within the Western Expansion Area of Milton Keynes, developed and funded utilising the innovative Milton Keynes Tariff by Milton Keynes City Council with support from NHS England. The building provides a range of healthcare uses including a GP surgery, community pharmacy and satellite service provision delivered by two regionally based NHS Trusts. There is also a coffee shop and facility for a mobile screening trailer in the secure car park area.

The Carter Jonas team were engaged by Milton Keynes City Council shortly after practical completion of the building with the brief of negotiating rent and lease terms for various tenant occupations, involving necessary liaison and negotiation with tenant representatives including legal and valuation advisors. The building is now fully let to healthcare providers which fulfils the development and social objectives of the City Council in ensuring such service provision to the residents of the area, both existing and in the future, as development of the Western Expansion area continues over the coming years with an eventual capacity of some 6,500 homes plus employment, education, and recreational provision.

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## New Modular Theatre Building, John Radcliffe Hospital Oxford

- Planning advice
- Planning application submission

Carter Jonas was instructed in late 2022 to prepare a full planning application for the erection of a new, 151,700 sq. ft., 6-storey modular theatre building at The John Radcliffe Hospital, Oxford. The proposed development comprises a mixture of elective theatres, procedure rooms, associated admissions and recovery space, and additional basement space to allow flexibility for future occupier demand.

Carter Jonas has worked closely with the Trust and their appointed project team to advise on the planning considerations, opportunities and constraints influencing the design of the building and its scale and massing. From project inception, Carter Jonas advised the team regarding the planning strategy, project risks, and the technical inputs required to support the planning application; managed the workstreams inputting to the planning application; reviewed all draft reports and drawings; advised regarding planning policy considerations; and



prepared the full planning application for submission, including the necessary forms and reports.

The planning application was submitted in September 2023.

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## Research and Development Laboratories for The Institute of Cancer Research Chelsea and Sutton

- Architectural Services
- Project Management

Carter Jonas is regularly employed by The Institute of Cancer Research to support their estate team with project management and architectural services.

Our understanding of time critical works and processes being interlinked with the need for modern facilities associated with leading research has enabled us to be involved with their specialist facilities and laboratory refurbishment work since 2019.

Working across the two main research campuses we have identified opportunities to reduce project timescales and produce architectural designs that met the complex needs within confined and challenging spaces.

Our lateral thinking approach allows fresh ideas to be tabled and explored, helping our client to achieve solutions to their continuously evolving research requirement. Short timescales and the location of specialist equipment requires specific resolutions which often provide a challenge for these projects, but our ability to resource the schemes with knowledgeable and effective personnel ensures that we can respond to the client's requirements whilst defining resolute programmes of work.



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## Littlemore Park, Oxford

- Key worker housing provision
- Planning permission for 270 units
- Land sale valuation advice and marketing

The 16-acre site is sensitively located within the setting of the original former Grade II Listed hospital buildings, which had previously been converted to residential and commercial uses and is also in close proximity to the neighbouring 75-acre Oxford Science Park.

The disposal and development of Littlemore Park was a key part of the client Trust's wider strategy to deliver its business plans and operational requirements by the disposal of non-core property assets and other strategic property initiatives. The new homes will make a significant contribution towards meeting the City's housing needs and will provide a range of ownership and rental options, including key worker provision accessible by NHS employees.

Marketing of the site took place in parallel with the outline planning application phase with a national



marketing campaign undertaken leading to selection of a preferred bidder following an informal tender process.

Outline planning permission was secured by Carter Jonas, and the land sale completed to accord with the Trust's financial year end requirements.

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## Relocation and Refurbishment for Fertility Bristol

- Project management & monitoring
- Contract administration
- Workplace consultancy

Carter Jonas project managed the relocation of this leading IVF provider to a new position on the Aztec West Business Park.

Following the identification of a suitable location, our Project Management team supported the completion of lease documents and organised a design team to undertake the transition of a refurbished 1990s office building into a modern clinic for reproductive medicine.

Defining a complex programme of works, which required the integration of licensing from the government's Human Fertilisation Embryology Authority, we managed the consultants to produce documentation for the fit-out works to be competitively procured and constructed, simultaneously acting as Fertility Bristol's consultants monitoring the landlord's refurbishment of the core spaces as part of their programme to generate new life into the building.

The conversion of this 14,000 sq. ft. office into specialist clinical space, including operating theatres, consultation space and laboratories presents its own challenges, particularly where the integration of services is involved, but a methodical programme of works supplementing the landlord's



refurbishment has ensured that critical timescales have been maintained.

Our Contract Administrator role ensures consistency through the process and oversight from commencement of the refurbishment through to completion of this new important facility to achieve the original aspirations of our client.

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## Cycling transportation study Cambridge

- Data gathering tool
- Analyses reporting

Our client, Cambridge Ahead, is a business and academic member organisation dedicated to the successful and sustainable growth of Cambridge and its regions in the long-term. The current membership includes some of Cambridge's most influential organisations with over 50 members representing a working population of approximately 45,000 people in Cambridge. The membership includes two NHS Trusts.

Given the health advantages of cycling over driving, one might think getting short-distance commuters to make the switch wouldn't be a big ask. Yet for all their efforts to get more commuters on bikes, Cambridge transport planners were stumped: why weren't more commuters swapping steering wheels for handlebars?

Rather than speculating, Cambridge Ahead decided to do what common sense would dictate—ask commuters directly. It partnered with Carter Jonas to create a bespoke questionnaire in ArcGIS Survey123, which combined with an Esri web application, allowed users to not only give their view on cycling infrastructure and attitudes toward cycling, but also record



locations on a map to pinpoint the problem areas.

As an Esri partner, the geospatial team at Carter Jonas was ideally placed to combine Survey123 and Esri web maps into a single application as well as organize all the feedback it received. Using the power of ArcGIS Pro, the team helped Cambridge Ahead visualize all the information on maps. This helped planners to quickly see how to build biking lanes that more people would want to use.

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## The Cherwell Hospital, Banbury

- Lease advisory advice

The Cherwell Hospital is located on a NHS hospital site and is owned by our NHS client who have let the building on commercial terms to a 3rd party operator. Carter Jonas advised in respect of lease terms and valuation advice to support the leasing arrangements which are now completed.

The property is a detached purpose-built hospital facility which opened in 2006. The building is arranged over four floors with a plant room within the roof space and has an approximate floor area of 58,000 sq ft.

The ground floor houses an MRI equipment and control room, two X-Ray rooms, an ultrasound room and a gym

area used for physiotherapy. There is a restaurant, staff changing rooms, offices and storage areas to the lower ground floor with two upper floors. The first floor's primary use is for patient bed spaces and comprises 25 rooms that provide a total of 40 beds. The second floor comprises operating theatres, pre-op and recovery bays.

The property forms part of the Trust's wider investment portfolio which is valued annually by Carter Jonas.

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## Leeds Teachings Hospitals (NHS) Trust (LTHT) Leeds

- Planning advice
- Local plan representation and monitoring

Carter Jonas LLP has been advising LTHT on capital developments within their estate, including obtaining planning permission for upgrades to their existing portfolio of buildings as part of wider rationalisation programme of their five campuses providing both strategic and detailed planning advice through the planning and construction process. We assist with estate wide estate planning matter, local plan monitoring and making representations on the Trust's behalf as well as providing a shoulder-to-shoulder role to assist with any planning related matters when they arise.

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# Wider service offering

## Masterplanning

Our high-quality design capability is uniquely informed by the full range of property and planning expertise available across the Carter Jonas network. Embedded within the Planning & Development team, our masterplanners accelerate the design process by drawing on planning insight, market intelligence, architectural expertise and delivery specialisms across the firm at every stage.

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## Mapping and Geospatial

Carter Jonas are experts in producing customised maps and plans that support all aspects of property management. Using the latest in geospatial mapping and analysis software, we make the complex problems simple. From finding the ideal site for your future property investment to understanding how people interact with a city's existing infrastructure.

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## Regeneration

Carter Jonas is at the centre of regeneration, transforming places and the communities that occupy and use them. Our dedicated and highly regarded regeneration consultancy teams have the breadth of skills and experience to assist with every step of regeneration projects, from inception to implementation.

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## Energy and Sustainability

Our market leading energy team comprises surveyors, valuers, environmental specialists, project managers and town planners. This blend of expertise enables us to provide sound independent advice on all aspects of an energy project, enabling our clients to take full advantage of the opportunities that the energy market presents.

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## Science & Technology

Carter Jonas is one of the leading property consultancies in the science and technology sector. With over 25 years' experience working with life science companies, science and innovation parks, developers, and investors across the UK, including in Cambridge, Oxford, London, Manchester, Bristol, Leeds and Birmingham, our expert team of property advisors offer a wide variety of services for all your science & technology property needs.

[carterjonas.co.uk/science-and-technology](https://carterjonas.co.uk/science-and-technology)

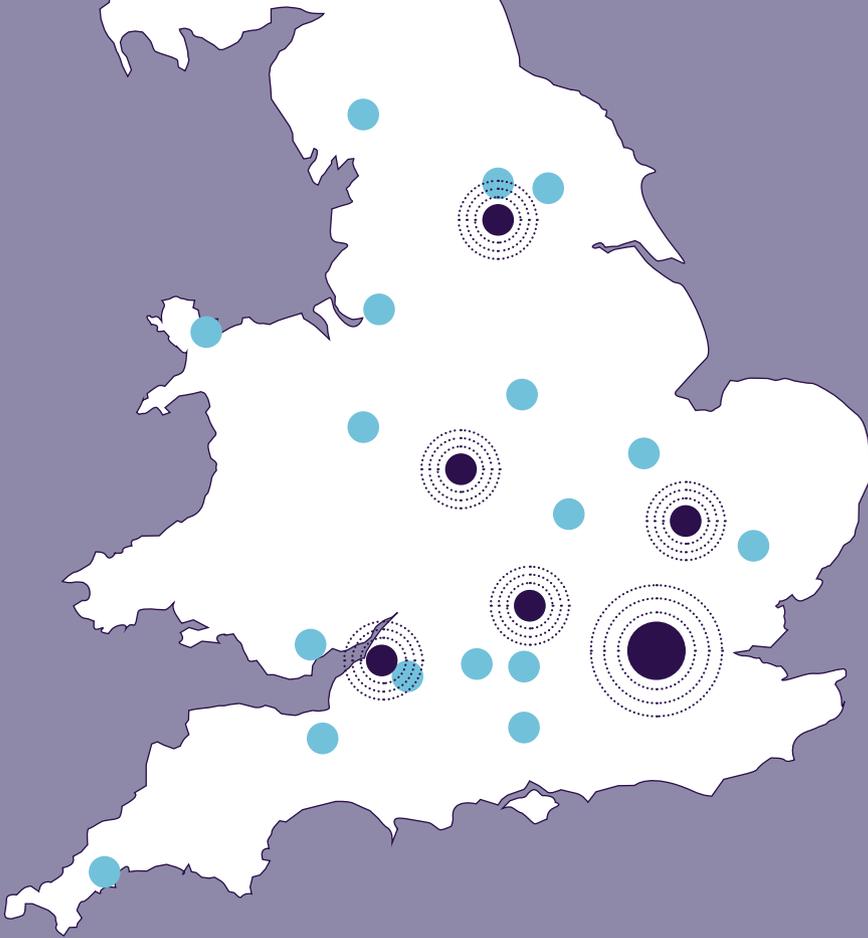


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Matt has significant track record working across science and technology sectors, with direct experience in healthcare environments, operating nationally and providing specialist sector focussed support to public and private sector clients. His remit is to help unlock opportunities for growth in the science and technology sectors.

He helps clients to realise sector specific market demand/unmet needs and analyses property market trends and forecasts to create attractive and viable propositions for developers, investors and occupiers. He builds inward investment strategies, leads on commercial discussions/scoping and defines collaboration strategies and opportunities.

Prior to his role at Carter Jonas, Matt spent nearly two years working within the Innovation team of the University of Manchester NHS Foundation Trust (MFT) where he worked on their international collaboration and prospecting strategy to attract leading life science innovators to collaborate on R&I projects and co-locate in the Citylabs life science campus.



## 34 offices across the country, including 6 main regional hubs

**Birmingham**      **Leeds**  
**Bristol**            **London**  
**Cambridge**        **Oxford**

We operate from offices in central London and key regional centres throughout the UK and are supported by all other disciplines across the firm so that our recommendations can be implemented, using our colleagues across the country to provide the specialist skills and the regional knowledge required.



Scan QR code for further information

### About Carter Jonas

Carter Jonas is a leading UK property consultancy working across commercial, residential, rural, planning, development and infrastructure. We are renowned for the quality of our service, expertise and the simply better advice we offer our clients.



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