

A Different Perspective on PPP

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Carlton is a specialist advisory firm seeking to bring a fresh approach to the PPP market in the UK, Canada and beyond, working with experts who can take new approaches and deliver innovations.

Our internal team and associates, like healthcare strategy consultancy ETL, have worked on over 80 PPP projects, including many of the early UK adopters, with a total CapEx of £20bn+ over 20 years, of which over 40% are in healthcare.

Carlton’s team has extensive experience of working right across the PPP deal map from healthcare planning to due diligence to exit strategy, applying our acquired knowledge of needs and risks to the benefit of other clients.

Carlton brings real asset management expertise (including estates & FM) and product knowledge from world class PPP experts delivering balanced independent reporting with recommendations to ensure certainty of outcome in challenging markets.

We support investors in achieving the financing, re-financing & monitoring of new builds, retained estate and secondary market PPP projects.

CURRENT ISSUES IN PPP

Investors are seeking to reduce investment risk, whilst looking for superior performance in project appraisal & delivery and ensuring assets are maintained and performing efficiently.

Our key areas of current focus in PPP:

- Secondary market – issues when exiting or taking over a project;
- Realistic benchmarking of FM performance and cost;
- More incentivised payment mechanisms to drive performance;
- Non-compliance impacting asset availability;
- Condition based analysis of lifecycle fund assessed over whole life;
- Supply chain procurement & performance management;
- Development of an effective handback strategy in advance of final years.

We can brief you on the lessons learnt from experience in the UK in order to evolve and improve future PPP projects so as to provide assurance on deliverability, affordability and performance globally.

IMPACTING THE PPP DEAL

Carlton combines sector specific information with built-asset & infrastructure know-how in order to provide independent advice, as well as acting as a “critical friend” to ensure actual project and operational performance fulfils obligations, protecting assets & long term investment returns.

Our capability to impact PPP encompasses:

- Technical due diligence expertise;
- Product knowledge from healthcare strategy & planning to PPP contract/governance regimes;
- Ability to influence performance & payment mechanism measures;
- Understanding of project financial model, cashflows & cover ratios;
- Operational FM expertise – compliance, service interfaces, asset impact, risks;
- Informed management of lifecycle fund;
- Understanding pitfalls and solutions;
- Effective reporting, highlighting performance, risks, actions needed.

We welcome the opportunity to bring fresh thinking to the challenges of PPP, to mitigate risks and ensure exceptional Value for Money.

Independence

“The right people making a difference”

- industry leading experience with a track record delivering across PPP deal map, sectors & phases
- integrity and confidence to state the hard truth when necessary
- pro-actively support resolution of issues and challenges during process

Insight

“Current market informed advice and opinion”

- drawing on our knowledge of current market and major projects across sectors
- sector expertise & benchmarking to position project, operational strategy & performance
- innovative ideas to better structure deal, mitigate risks, improve operations, achieve outcomes

Certainty

“Increasing certainty of outcomes”

- through understanding of risk identification, mitigation & management across whole asset life
- proven approach to evaluate projects technically & commercially and meet key milestones
- processes provide confidence and assurance allowing investors to focus on deal critical issues

Our Experience in Health Sector PPP

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Sample PPP Health projects that members of the Carlton team and our associates have been involved in, delivering a range of services in the UK and beyond



Newcastle Hospitals

- ➔ **Technical Due Diligence**
 - ➔ **Construction Monitoring**
 - ➔ **Operational Monitoring**
- Smart concise technical analysis aligned with robust challenge of contract governance**

Advising on TDD and long term monitoring of the largest PPP health project in the North East of the UK to remodel & update 2 existing hospitals, with capex of £300m+ in 9 phases over 8 years, comprising 100,000m2, 470+ beds, 17 theatres and regional trauma & cancer care centres



University College London Hospital

Independent Benchmarking Expert

Outcome derived from detailed subject knowledge combined with market insight & effective stakeholder management

Applying insight and data to the contract requirements, specific product, delivery model, KPIs, volumetric data in order to benchmark Tested Services for Handback & Interim Estate of major London hospital, covering scope for catering; cleaning; linen & laundry; portering; waste; car parking & security

Nuffield Orthopaedic Centre

**Lifecycle Cost Fund
Technical Advisor**

Informed scrutiny of lifecycle fund to assess impact of condition, intensity of use, change, risks on future obligations and costs



Independent review for Bank of lifecycle fund re-profiling provisions and risk allocation for Main Building & Retained Estate at internationally renowned orthopaedic hospital, comprising methodology, performance/spend to date, liabilities, benchmarking, variations, defects, MRA & handback

For more information please contact

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ETL

**Niche consultancy with specialist
Healthcare Strategy and Planning
consultancy team**

**Wide experience supporting the
development of sustainable
healthcare systems internationally**

- *Surrey Memorial Hospital, BC*
- *Kelowna Heart & Surgical Centre, BC*
- *New Children's Hospital Dublin*
- *Three new hospitals in Greece*



- *Hamad Bin Khalifa Medical City Masterplan Phases 3 & 4, Qatar*
- *The Royal Melbourne Hospital Redevelopment Masterplan*

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