Public Private Partnership Business Plan

Cardiff Learning Partnership

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01 / OPERATING PLAN

Executive summary

Cardiff Learning Partnership is a hypothetical proposal to design, build, finance and maintain an education campus through a Welsh Mutual Investment Model availability contract. The decision is whether to fund early bid feasibility. No Cardiff site, public procurement, project award, public equity commitment or bank offer is represented.

The campus scope is 900 pupil places and 6,000 square metres. Availability revenue depends on an accepted usable building and service performance, not pupil numbers. A separate paid sponsor company funds bid preparation and earns only a contracted management fee after completion. Overruns and liquidity gaps remain visible without automatic new funding.

In ppp v1 Base, first service year net availability revenue is GBP 5,626,000, profit GBP 717,000, and unrestricted year end project cash GBP 782,649. Full term project cash returns are GBP 13,112,541 public and GBP 52,450,165 private, before shareholder tax and excluding the separate bid company. Undiscounted project MOIC is 5.46 times. Downside operating cash floor gap is GBP 8,942,072; sponsor cash shortfall is GBP 87,674. These results are not an award, investment return promise or public value for money conclusion.

02 / OPERATING PLAN

Business details

The proposed working names are Cardiff Learning Partnership Project Ltd for the SPV and Cardiff Learning Partnership Services Ltd for the private sponsor company. Incorporation, beneficial ownership, directors and name rights require checks. Cardiff is a proposed geography, not a selected authority or tender.

Construction begins on the assumed date 1 January 2027. Base is 24 months, Downside 30 and Upside 22, with actual operating anniversaries moving after completion. All cases carry 25 service years plus a settlement year. GBP nominal figures are feasibility assumptions as of 3 October 2026.

03 / OPERATING PLAN

Business concept and objectives

Build and maintain a usable education asset while the public education provider retains teaching, admissions and safeguarding responsibilities. The hypothetical service scope covers hard facilities maintenance and project administration, excluding teaching, catering and soft services unless subsequently contracted and priced.

The first objective is a lawful procurement opportunity, defined public affordability limit, suitable site, approved design and priced allocation of construction and lifecycle risk. Commit to a bid only after a decision on funding and downside exposure. Completion requires independent acceptance; opening dates in this plan are assumptions.

04 / OPERATING PLAN

Business model canvas

A public counterparty pays an indexed availability charge after completion. Deductions reduce payment for unavailable accommodation or service failures. Project equity and debt pay for construction; they are financing, not revenue. Public and private shareholders receive proportionate project distributions under the proposed rights.

A separate private service company pays three staff and bid advisers. Its management fee is an SPV expense and company revenue, excluding VAT. EPC, maintenance, independent testing, insurer and legal advisers are potential suppliers. None has been retained and their costs need quotations.



Figure Business model canvas. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

05 / OPERATING PLAN

SWOT and longer term goals

Strengths are an explicit availability payment mechanism, separate cash accountability and a full term reserve and handback schedule. Weaknesses are no award, site, priced contractors, verified affordability or recruited management team.

An opportunity exists only if a suitable lawful MIM route and public need are confirmed. Threats include construction delay, price overruns, deductions, poor maintenance, tax recovery delays and unaffordable debt. Complete one credible project before considering a portfolio; no later awards are forecast.

SWOT assessment

Strength Separate cash ledgers and full term maintenance	**Weakness** No award site quotes or committed funding
Opportunity Verified public need and lawful MIM access	**Threat** Delays deductions refund lag and handback cost

Figure SWOT and longer term goals. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

06 / OPERATING PLAN

TOWS strategy matrix

Use separate project and sponsor ledgers to evaluate funding before bidding. Pair a verified education need with a maintainable design, documented lifecycle plan and independent affordability review. Public need does not itself validate the private proposal.

Require fixed scope quotations and funded retained risk before signing. If deductions or carry costs breach cash limits, negotiate genuinely committed capital or reduce scope through the lawful procurement process. Do not assume contractor damages, authority relief or sponsor support will compensate a failed case.

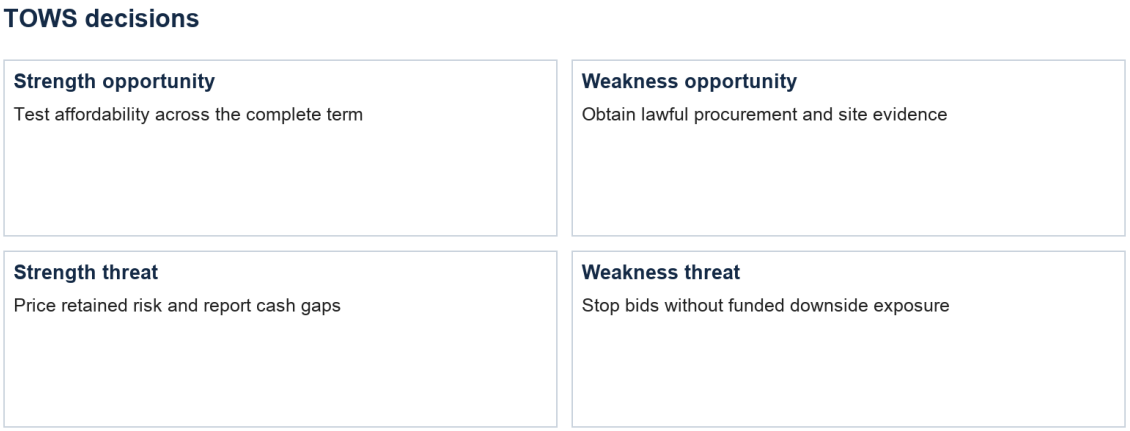


Figure TOWS strategy matrix. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

07 / OPERATING PLAN

Owner and management

The separate service company employs a paid owner director, analyst and coordinator at 40 hours weekly each. The director owns approvals and reporting, analyst manages financial and contract records, and coordinator administers supplier tickets, meetings and payment evidence.

An independent tester, qualified design and construction teams, insurer, facilities contractor and professional legal and tax advisers supply external expertise within paid project and bid allowances. The small sponsor team is not a building contractor or teaching staff. Solid reporting lines and dashed adviser links distinguish these responsibilities.

Paid sponsor roles and independent external support

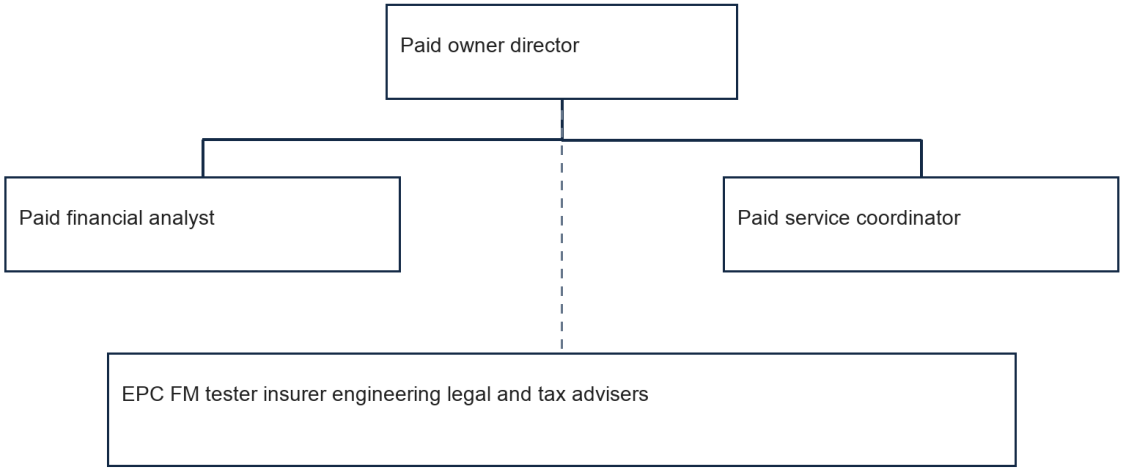


Figure Owner and management. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

08 / OPERATING PLAN

Owner and key personnel profiles

No founder biography or credentials were supplied. Appointments require demonstrated project finance, public procurement, contract administration and conflict controls. The analyst needs financial modelling and payment reconciliation skills; the coordinator needs document control and service escalation skills.

Recruitment evidence, references, role availability, insurance and qualifications remain missing. Commission competent technical and safeguarding interfaces rather than claiming the owner can certify building safety, construction completion or public learning outcomes.

09 / OPERATING PLAN

Target customers

The paying customer would be the lawfully appointed public contracting authority under an actual availability contract. Pupils and staff are users, not buyers of a forecast private tuition product. The scope does not charge them and forecast revenue is independent of enrolment.

The funding audience is a private infrastructure consortium, a qualified lender and an eligible public equity participant, subject to actual mandate and approval. The plan neither invites public investment subscriptions nor identifies a preferred bidder or government guarantee.

10 / OPERATING PLAN

Segmentation targeting and positioning

Segment possible projects by public asset need, site readiness, procurement route, affordability, building area and required service levels. Target one education accommodation project with a maintainable design and measurable acceptance criteria.

Position the hypothetical proposal around transparent whole life cost, funded maintenance and clear public service interfaces. No competitor ranking or claim of preferential access is made. Funders require a legally reviewed risk allocation and complete downside cash forecast.



Figure Segmentation targeting and positioning. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

11 / OPERATING PLAN

Value proposition canvas

Public customer jobs are to provide suitable accommodation, manage annual affordability and maintain safety and service continuity. Hypothesised difficulties are deferred building maintenance, uncertain handback cost and unclear fault ownership. These are assumptions requiring interviews and asset surveys.

The proposed response is independently accepted design, defined defect response, transparent availability deductions and a funded lifecycle reserve. User gains depend on actual usable facilities. No learning outcome or carbon reduction is guaranteed by this commercial structure.

Value proposition canvas

Public jobs Provide safe usable affordable accommodation	**Pains to validate** Deferred repairs unclear duties handback cost
Gains to validate Clear service levels and maintained facilities	**Offer** Independently accepted design and paid maintenance
Relievers Fault escalation deductions and reserve accounts	**User gains** Usable accessible space subject to actual design

Figure Value proposition canvas. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

12 / OPERATING PLAN

Market size and trends

TAM is annual Welsh education infrastructure procurement expenditure matching an availability financed structure. SAM is the legally accessible and affordable Cardiff project pipeline; SOM is one hypothetical 900 place campus. No verified monetary TAM or SAM is supplied.

The Welsh Government publishes a MIM framework and a learning infrastructure programme. These establish a possible policy context, not an offered Cardiff contract. Obtain current notices, programme eligibility, site and need evidence before estimating an addressable market or share.

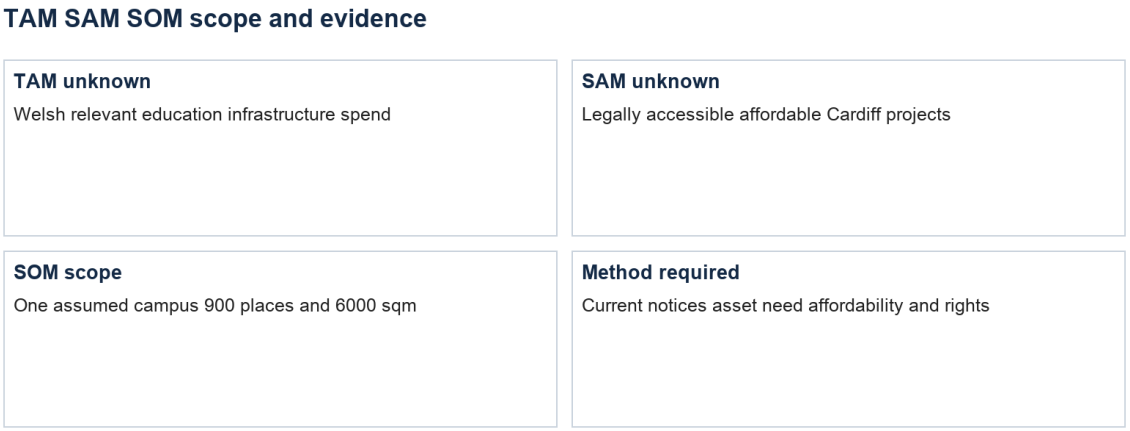


Figure Market size and trends. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

13 / OPERATING PLAN

PESTLE analysis

Political and legal factors include public affordability, lawful procurement, community consultation and contractual risk allocation. Economic exposure includes construction prices, interest and indexation mismatches. Social considerations include accessibility, bilingual learning context and disruption to neighbours.

Technology supports asset records and controlled service reporting. Environmental design requires energy, flooding, biodiversity and embodied carbon evidence. None of these studies is complete. Future tax and payroll rates require refresh throughout the long nominal forecast.



Figure PESTLE analysis. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

14 / OPERATING PLAN

Local demand and evidence

No campus survey, public authority request, site inspection, pupil forecast, community consultation or tender notice has been obtained. Official programme material supports the existence of Welsh infrastructure policy, not the demand for this campus.

Before a bid, obtain dated school estate need, authority affordability, planning status, land rights and service requirements. Demand evidence sets scope, while the actual signed availability formula sets revenue. The current scope and cash price are hypotheses.



Figure Local demand and evidence. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

15 / OPERATING PLAN

Competitors and positioning

Alternatives include conventionally funded public construction, public borrowing where lawful, refurbishment and other permitted partnership routes. Private bidders and contractors compete on whole life value, deliverability and risk allocation.

No named rival price, audited availability performance or bid result was supplied. Compare current tender requirements, independently priced public sector alternatives and risk adjusted whole life costs. The plan does not claim private finance is always cheaper.

16 / OPERATING PLAN

Porter five forces

Rivalry is between qualified consortium bids and public delivery alternatives. The public buyer can refuse an unaffordable proposal. Suppliers include EPC and maintenance contractors and lenders with strong influence over price and completion conditions.

Entry needs procurement eligibility, committed capital and competent delivery partners. Substitutes include public funded construction or refurbishment. Responses are documented eligibility, priced risk transfer and independent value for money analysis, not assumed barriers that guarantee an award.

Porter five forces

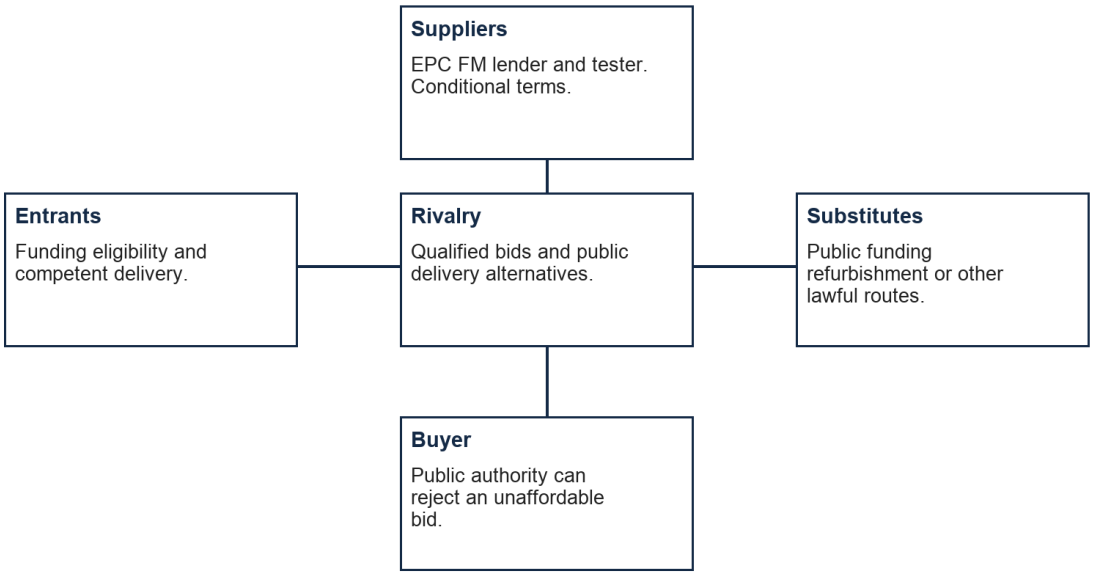


Figure Porter five forces. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

17 / OPERATING PLAN

Strategy canvas

The intended priorities are clear whole life costs, auditable availability, funded maintenance and independent acceptance. Financing complexity, slow procurement and contractor concentration remain disadvantages.

The graphic shows management design judgments on a one to five scale against a generic conventional delivery alternative. It is not measured competitor performance, a procurement score or an investment rating.

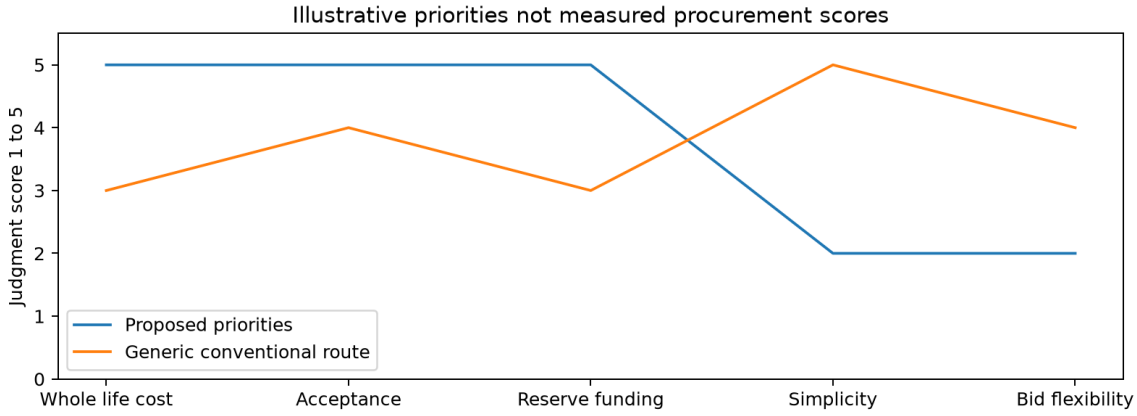


Figure Strategy canvas. Proposed choices and evidence gaps. No observed demand, procurement award or measured competitor scores.

18 / OPERATING PLAN

Location and premises

Cardiff is a proposed large European city and no school site has been selected. Site diligence covers legal control, planning, access, utility capacity, ground conditions, flooding, biodiversity, neighbours and inclusive design.

The 6,000 square metre and 900 place scope needs an actual brief and technical design. Public land access or transfer is not assumed free. The EPC allowance includes a complete priced design and building scope hypothesis; new land acquisition would require a revised funded model.

19 / OPERATING PLAN

Equipment and resource plan

The construction allowance represents assumed complete education accommodation with agreed building equipment and commissioning. Classroom teaching equipment, public staffing and unpriced land purchases are outside the private scope pending a clear brief.

Sponsor IT costs GBP 12,000 net, paid with irrecoverable VAT and depreciated over three years from January 2027. Facilities maintenance is bought as a paid outsourced service. Replacement planning, asset data and inspection records must match the final contract and handback specification.

20 / OPERATING PLAN

Accommodation and service product strategy

The service product is available, maintained education accommodation. The public operator retains education delivery and other excluded services. There is one availability charge rather than pupil tuition, retail sales or speculative asset disposal.

Hard FM covers planned and reactive building maintenance under a detailed specification. Separate major repairs and final handback costs are included through the full term. Additional catering, cleaning or staffing would require prices, capacity and revised VAT treatment before inclusion.

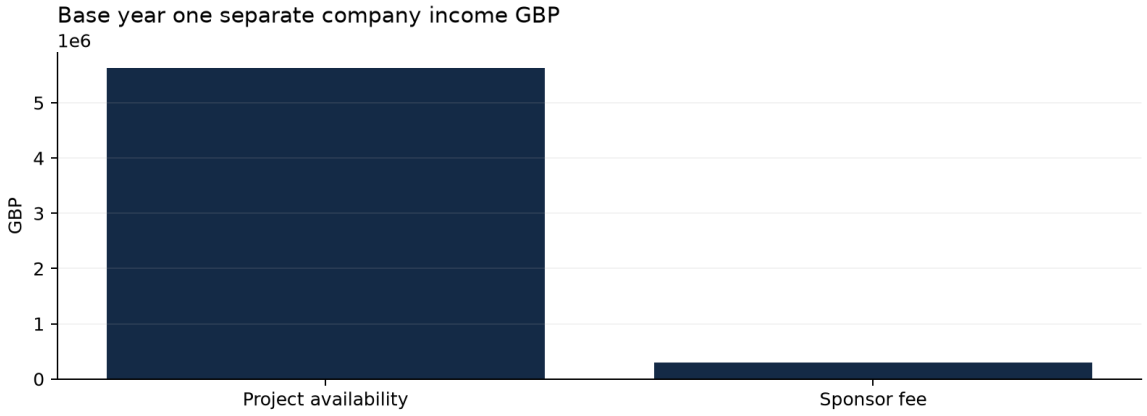


Figure Accommodation and service product strategy. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

21 / OPERATING PLAN

Availability pricing and project economics

Base annual unitary charge is assumed GBP 5.8 million net of VAT before deductions, with 2.5 percent annual indexation. Availability and performance deductions are assumed 2 and 1 percent, with a 30 percent combined cap. None is an offered authority payment mechanism.

Hard FM, insurance, management, paid extra support, lifecycle repairs, financing and tax consume the payment. Places and floor area describe scope and do not multiply into revenue. An actual negotiated payment formula, contractual relief rules and indexation allocation can materially change the result.

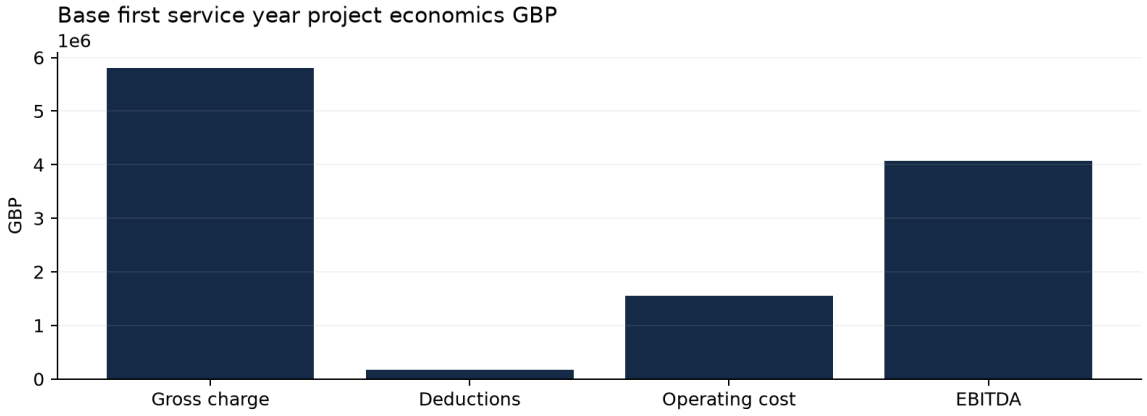


Figure Availability pricing and project economics. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

22 / OPERATING PLAN

Procurement cost comparison

No contractor quote, authority budget or competing unitary charge is available. A valid comparison needs matching scope, dates, VAT, lifecycle and handback obligations, finance terms, relief events and risk retained by the authority.

Request at least three budget EPC and maintenance quotations and a public sector affordability comparator before bidding. Do not describe GBP 5.8 million as a market price or use the model MOIC to infer value for money for taxpayers.

23 / OPERATING PLAN

Brand and customer experience

Cardiff Learning Partnership is a working label subject to name rights review. Communications identify project and public education responsibilities and provide a single fault reporting and escalation path.

No marketing claims of government backing, approved procurement or recruited expertise are authorised. Public users require accurate accessibility and safety information. The private company must protect personal data and keep service reports factual.

24 / OPERATING PLAN

Sales channels and process

Identify actual permitted procurement routes and current notices with public procurement counsel. Qualification, bid submission, dialogue, affordability, approvals and contract close precede availability revenue. No award probability is used to invent project income.

The bid company starts paid preparation only after its sponsors approve the at risk budget. Project commitments remain separate. If procurement stops, its payroll and adviser spend are sunk and no public reimbursement or success fee is assumed.

25 / OPERATING PLAN

Launch marketing

Bid legal and technical preparation is GBP 250,000 net Base in month one, with VAT paid and no sponsor input VAT recovery. Recurring office and external support is a paid overhead. These include proposal materials rather than a consumer advertising campaign.

Prepare factual design, service and finance evidence for a lawful opportunity. Community consultation follows the authority and planning process. No paid campaign can substitute for site rights, funded risk or independent building acceptance.

26 / OPERATING PLAN

Retention and ongoing sales

The hypothetical contract lasts 25 service years after actual construction completion. Maintain availability and response records, scheduled inspections and lifecycle evidence throughout. No renewal, second contract or asset sale is assumed.

Review deductions, reserve balances, outstanding defects and handback condition annually. Cash distributions are subordinate to debt service, cash reserves and model accumulated accounting profits. Final receivables and supplier balances settle after service expiry.

27 / OPERATING PLAN

Daily operations and suppliers

The sponsor coordinates service reports, approvals and bank reconciliations while a paid hard FM provider performs technical maintenance. The public operator delivers education and its own safeguarding policies. Service failure logs support payment evidence and escalation.

Approve contractor invoices against completed work and independent testing. Control bank detail changes and purchase orders. Price replacement contractor access and emergency response before contract execution; there is no assumed free staff cover or damage compensation.

28 / OPERATING PLAN

Sustainability practices

Require a measured energy and carbon baseline, maintainable equipment, metering and planned replacement. Evaluate accessibility, climate adaptation, flooding and biodiversity through technical design and planning.

No carbon savings or certification are asserted. Lifecycle reserves fund cash preparation, while actual repair expense is charged once when work occurs. Deferred maintenance to boost early dividends can raise deductions and handback costs and is inconsistent with the proposal.

29 / OPERATING PLAN

Staffing and training

The sponsor pays gross monthly salaries of GBP 5,000 to the owner, GBP 4,000 to the analyst and GBP 3,000 to the coordinator throughout active preparation and service. Employer NI is 15 percent above GBP 5,000 annual per person; pension is 3 percent of all gross pay. Employment Allowance is excluded.

Three 40 hour roles with 15 percent absence and 15 hours administration leave 87 productive hours weekly against a 60 hour service requirement. Any shortfall purchases external support at the entered hourly net price and adds VAT to project cash cost. Building maintenance capacity is a separate funded contractor obligation.

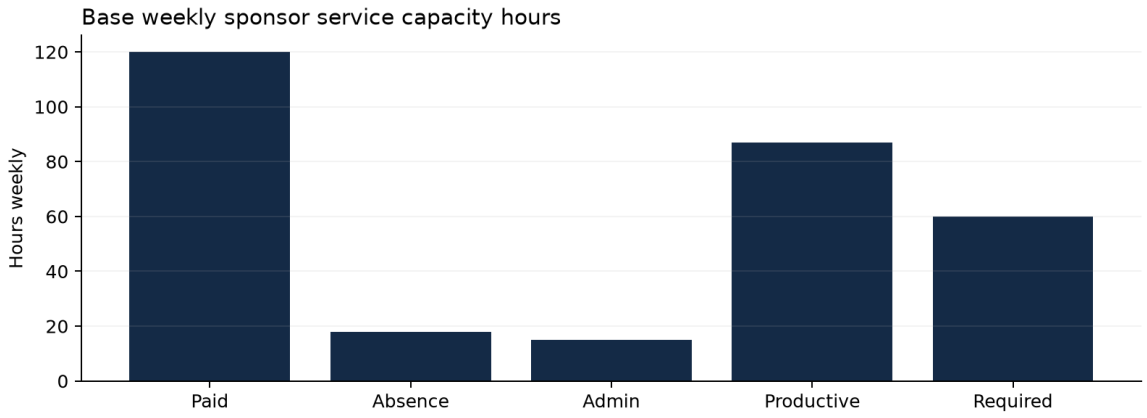


Figure Staffing and training. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

30 / OPERATING PLAN

Staff skills and fair work

Staff training covers procurement records, payment mechanisms, asset reporting, data protection, cash controls and escalation. Specialist testing, legal and engineering certification remains with competent paid professionals.

Paid absence is a capacity deduction. Salaries are real cash costs before any award. Current 2026/27 NI rates and the announced GBP 5,000 threshold freeze to April 2031 inform planning; later years conservatively hold the threshold and require legal updates. Future minimum wages, pension rules and contractual pay reviews must be checked before employment.

31 / OPERATING PLAN

Legal and insurance requirements

Welsh MIM is a published infrastructure partnership framework. Actual route, authority eligibility, strategic partnership access, procurement notices and approvals need counsel. The Procurement Act and relevant Welsh guidance do not award this project. Central government stopped new PFI and PF2; this plan does not rely on a new English PFI programme.

Require legal land rights, planning, building safety, independent acceptance, insurance, safeguarding interfaces and service obligations. Public equity at an illustrative 20 percent is uncommitted and assumes proportionate economic rights; actual MIM share rights and reserved matters need review. Concession accounting, VAT end user status, recovery and tax need professional advice.

32 / OPERATING PLAN

Opening roadmap

January 2027 is an assumed construction and paid sponsor preparation start. Before any financial close secure a lawful award, land rights, designs, fixed scope prices, debt, equity, public approvals and complete risk allocation. None is presently secured.

Base completion is after 24 months, Downside after 30 and Upside after 22. Availability income starts only after assumed acceptance; delays add interest, carry and sponsor payroll while shifting the full service term. No free extension payment, liquidated damages or authority compensation is booked. Actual relief and long stop terms could be less favourable.

33 / OPERATING PLAN

Risks and management actions

Construction price and delay risk can exhaust fixed commitments before revenue begins. Require documented retained exposure, priced contingency and genuinely committed funding before signing. No damage recovery or authority relief is included without an enforceable clause and credit assessment.

Payment deductions, VAT refunds, indexation mismatches and contractor replacement can reduce cash. Handback requires real condition evidence. Public equity and availability charge do not remove private funding or sponsor bid loss risk. Stop a bid if full term reserve, tax or cash requirements are unaffordable.

34 / OPERATING PLAN

Research and evidence

Official sources were reviewed on 3 October 2026 for Welsh MIM, education agreements, procurement, VAT, corporation tax and employer NI. They support institutional context and current legal rates, not an actual award, Cardiff need or commercially agreed prices.

The PPP availability and debt schedule references informed schedule separation, debt roll forwards and reserve waterfalls. A new artifact tool workbook was built. Reference equity plugs, automatic payout of all cash, proxy sensitivities and demand toll boilerplate were rejected. Financial figures and charts use ppp v1 model results.

Welsh MIM framework: https://www.gov.wales/mutual-investment-model-infrastructure-investment

Welsh learning infrastructure programme: https://www.gov.wales/sustainable-communities-for-learning-programme

MIM education agreement materials: https://www.gov.wales/mutual-investment-model-standard-form-project-agreement-education

New central PFI and PF2 closure: https://www.gov.uk/government/publications/private-finance-initiative-pfi-and-private-finance-2-pf2-budget-2018-brief

Procurement Act official guidance: https://www.gov.uk/government/collections/procurement-act-2023-guidance-documents

VAT construction end user guidance: https://www.gov.uk/guidance/vat-reverse-charge-technical-guide

VAT standard rate: https://www.gov.uk/how-vat-works/how-much-vat-you-must-charge

Corporation tax rates and allowances: https://www.gov.uk/government/publications/rates-and-allowances-corporation-tax/rates-and-allowances-corporation-tax

Employer rates 2026 and 2027: https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

Budget2025 NI threshold policy costings: https://assets.publishing.service.gov.uk/media/6926e0849c1eda2cdf034098/Budget_2025_policy_costings_-_revised.pdf

35 / OPERATING PLAN

Quotes and assumptions

No tender, site rights, contractor quote, insurance quote, bank term sheet, subscription or public contribution was supplied. Scope, prices, deductions, pay, indexation and all commitments are editable assumptions. No founder experience or observed demand is invented.

Replace each hypothesis with dated signed evidence before bid approval. Recalculate full term project and sponsor cash, refresh model results and update Word tables together. Professional concession accounting and legal allocation may require changes beyond the planning ledger.

36 / FINANCE

Startup costs and funding

Project funding is a fixed hypothetical GBP 28 million senior facility and GBP 12 million total equity. GBP 3 million of that equity is drawn initially, with the balance and senior facility staged through active construction. Public equity is 20 percent of total project equity, not an extra grant.

A separate GBP 1 million private sponsor commitment funds its bid company. Sponsor cash does not automatically fund the private SPV contribution; the consortium must secure both commitments. Actual cost overruns and slow refunds can produce negative cash despite nominal commitments.

Base gross project construction, carry, fees and interest cash uses are GBP 46,016,000. Net COD unrestricted cash is GBP 368,000, with a separate VAT refund receivable. Delay increases Base construction interest GBP 1,680,000 to Downside GBP 2,625,000 while commitments stay fixed.

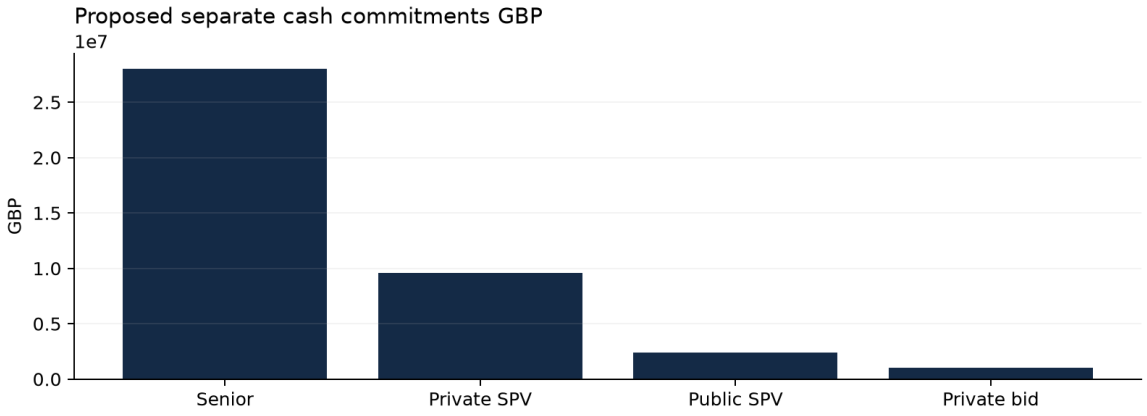


Figure Startup costs and funding. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

37 / FINANCE

Itemized startup costs

Base project build cost is GBP 36 million net with normal VAT. Monthly SPV construction carry is GBP 20,000 net and arrangement fee is 2 percent of the assumed senior facility. Debt interest uses average monthly drawn balance and is cash paid and expensed in this conservative planning ledger.

Construction VAT refunds are assumed after three months Base, six Downside and two Upside. Remaining COD VAT receivable is collected in operating year one. Tax recovery is a funding assumption requiring confirmation, not extra financing. Sponsor legal, payroll, office and IT costs are paid separately and no input VAT recovery is assumed for that company. Base gross project cash uses of GBP 46.016 million less GBP 6.384 million of received VAT refunds equal GBP 39.632 million net cash outflow; GBP 40 million commitments leave GBP 368,000 COD cash.

Project construction uses and sources	GBP
Net construction asset cost	36,000,000
Net carry expense	480,000
Construction VAT paid	7,296,000
Cash interest expense	1,680,000
Arrangement fee expense	560,000
Total project cash uses	**46,016,000**
VAT refunds received during build	6,384,000
Senior proposed commitment	28,000,000
Total project equity	**12,000,000**
Public within equity	2,400,000
Private within equity	9,600,000
Total project commitments	**40,000,000**
COD unrestricted cash	368,000
Separate sponsor paid preparation	**GBP**
Total paid payroll	**340,438**
Gross office and external costs	145,800
Gross bid legal technical costs	300,000
Gross IT capital	14,400
Sponsor total uses	**800,638**
Sponsor proposed equity	1,000,000
Sponsor opening cash	**199,362**

38 / FINANCE

Owner personal survival budget

Owner gross salary is GBP 5,000 monthly within the paid sponsor payroll. An illustrative 70 percent take home ratio gives GBP 3,500 against a GBP 3,000 household budget, leaving GBP 500 monthly. These are planning assumptions, not personal tax advice or supplied household records.

No project dividend, success fee or later fund raise is used to support household spending. Confirm actual personal obligations and payroll tax before the bid budget is approved. Salary remains included when the separate sponsor is loss making.

Illustrative monthly budget	GBP
Gross owner pay	5,000
Illustrative take home net	**3,500**
Household costs	3,000
Personal balance	**500**

39 / FINANCE

Financing terms and security

Senior debt is a fixed capped GBP 28 million assumption, drawn during construction with no overrun increase. Base interest is 6 percent and level annual debt service amortises over 20 operating years. There is no refinancing, automatic bridge or terminal sale.

Assumed lender protection includes project security, assigned contract receipts, step in rights, a six month debt service reserve and a 1.20 times distribution DSCR threshold. None is a term sheet. Equity payout must clear the cash floor and cumulative planning profits; statutory distributable reserves remain a legal accounting question.

40 / FINANCE

Revenue forecast and capacity

Gross availability charge grows by the selected indexation and is reduced by capped availability and performance deductions. Earned revenue starts after the actual case construction duration. No demand volume or unused period accrues retrospective income.

The 900 places and 6,000 square metres are scope assumptions requiring design and public need evidence. Sponsor service capacity and paid extra support are explicit. The contract can pay less when facilities fail even if pupils attend; it does not guarantee lender payment or private return.

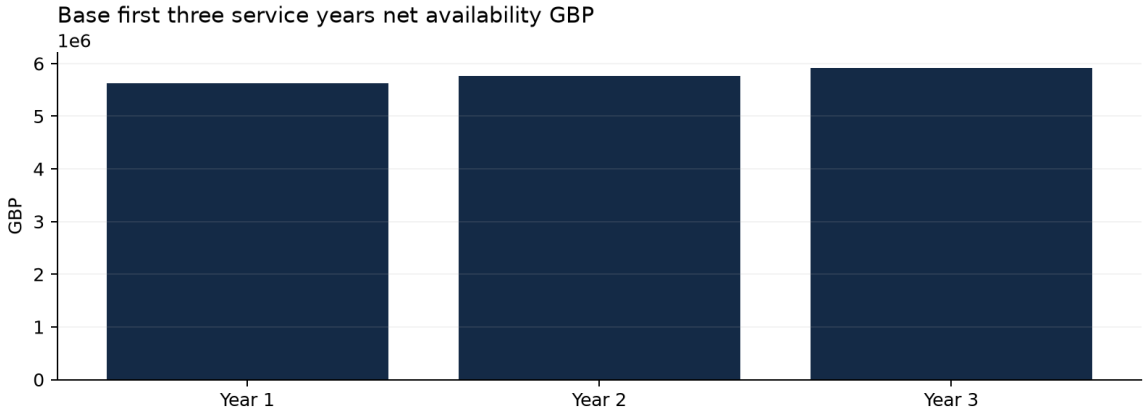


Figure Revenue forecast and capacity. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

41 / FINANCE

Costs and projected profit

Costs include hard FM, VAT exempt insurance, separate sponsor fees and paid service support. Major repairs occur every fifth operating year and final handback repairs occur at year 25. These repairs are expenses, while reserve transfers affect restricted cash without a second profit charge.

Project asset depreciation is straight line over 25 service years in a planning cost ledger. Interest and a conservative 25 percent positive accounting PBT tax reserve follow operating profit. Actual concession accounting, capital allowances, loss relief, payment timetable and associated company tax rules are not asserted by this ledger.

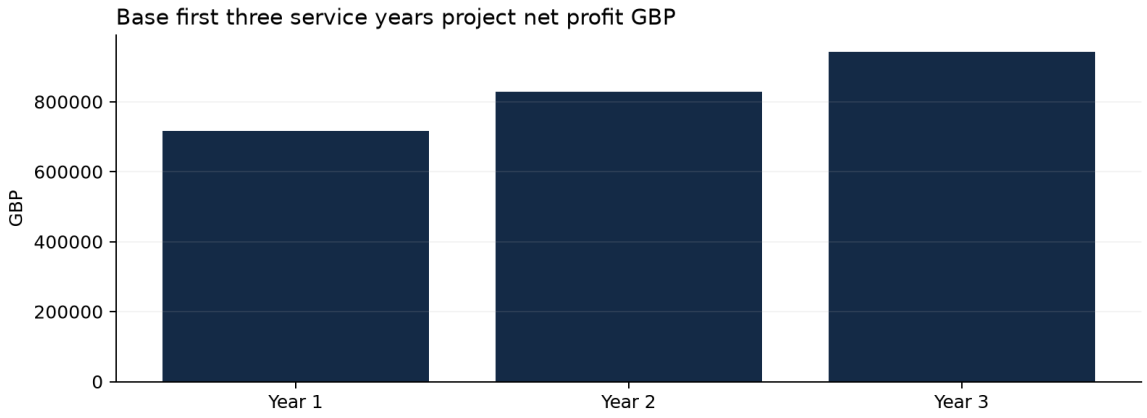


Figure Costs and projected profit. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

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Profit and loss forecast

The forecast distinguishes earned availability revenue from gross receipts, payroll from subcontract costs, depreciation from cash purchases and reserve transfers from repairs. Construction carry, financing fees and cash interest are conservatively expensed rather than capitalised.

This feasibility cost ledger is not a statutory IFRIC 12 financial or intangible concession asset determination. Tax is paid at the positive accounting profit reserve rate in the same model year with no relief for previous losses. The separate sponsor company has its own profit, payroll and paid VAT obligations.

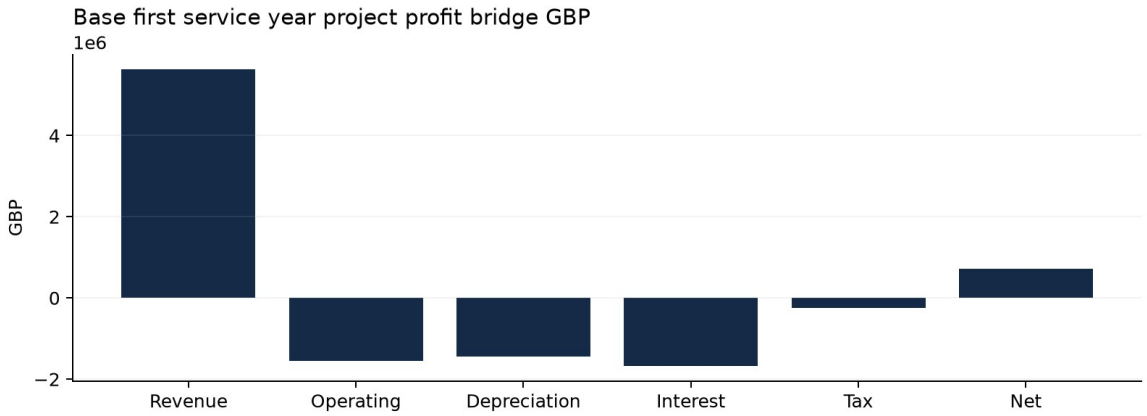


Figure Profit and loss forecast. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

Project GBP service years	Year 1	Year 2	Year 3
Net availability revenue	**5,626,000**	**5,766,650**	**5,910,816**
Hard FM	1,100,000	1,127,500	1,155,688
Insurance	150,000	153,750	157,594
Sponsor fee	300,000	307,500	315,188
Operating EBITDA	**4,076,000**	**4,177,900**	**4,282,348**
Depreciation	1,440,000	1,440,000	1,440,000
Interest	1,680,000	1,634,330	1,585,920
Profit before tax	**956,000**	**1,103,570**	**1,256,428**
Tax reserve	239,000	275,893	314,107
Net project profit	**717,000**	**827,678**	**942,321**
Separate sponsor GBP	**Year 1**	**Year 2**	**Year 3**
Net fee revenue	300,000	307,500	315,188
Total paid payroll	**178,018**	**183,426**	**188,996**
Gross overhead	75,645	77,536	79,475
Sponsor net profit	**31,153**	**34,903**	**35,037**
Sponsor closing cash	**235,315**	**270,218**	**305,256**

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Cash flow and financial position

The project cash waterfall pays actual operating invoices, VAT reserve and tax before debt service, debt reserve and lifecycle transfers. Gross revenue receivables and FM payables are explicit. Distributions require debt coverage, a cash floor and positive cumulative accounting profits.

Restricted cash is shown separately from unrestricted liquidity. Lifecycle reserves release cash for paid repairs and final handback. Remaining lifecycle cash releases at expiry, senior reserve releases when debt repays, and year 26 settles receivables and payables before available project capital is returned. No unearned exit value is created.

Operating periods aggregate annual VAT accrual and cash settlement in the same year. The model does not represent monthly operating liquidity or quarterly VAT payment troughs; a fully monthly lender model is required before financial close. Final settlement cash is reported separately and deliberately excluded from the operating cash floor gap after service expiry.

If construction or sponsor preparation cash becomes negative, investor dividends and capital returns are withheld throughout. The remaining operating schedules then illustrate conditional service economics only; they do not imply that an unfunded campus can be completed or that additional funding has been obtained.

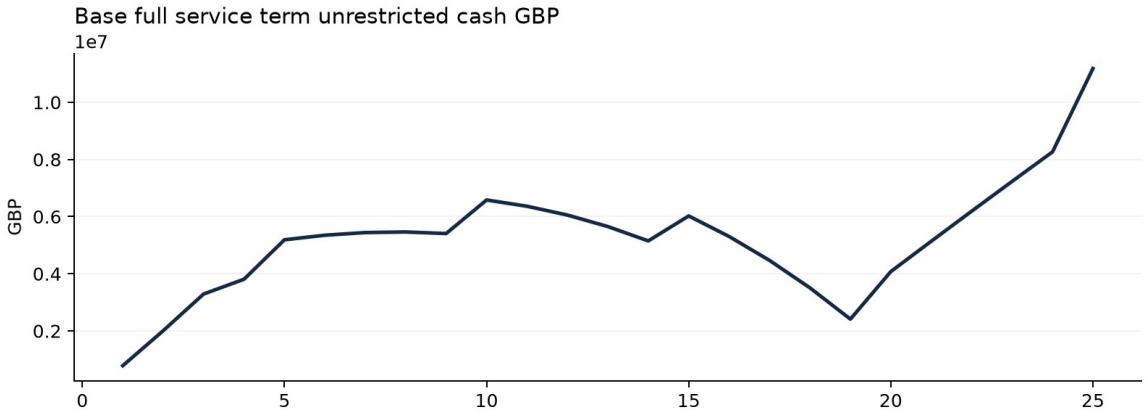


Figure Cash flow and financial position. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

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Construction cash flow months one to six

January to June 2027 is the first six construction cash periods. Drawn equity and debt fund gross construction invoices, paid carry, debt interest and the arrangement fee. VAT refunds occur only after the chosen cash delay.

Availability revenue is zero during construction. Paid sponsor salaries and bid costs use a separate company bank balance and remain at risk. Cash deficits are shown rather than filled with assumed public payments or contractor damages.

GBP	Jan 27	Feb 27	Mar 27	Apr 27	May 27	Jun 27
Opening cash	–	2,154,750	1,863,667	1,566,750	1,568,000	1,563,417
Senior draw	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667
Equity draw	3,375,000	375,000	375,000	375,000	375,000	375,000
Gross build carry	1,824,000	1,824,000	1,824,000	1,824,000	1,824,000	1,824,000
VAT refunds	–	–	–	304,000	304,000	304,000
Interest	2,917	8,750	14,583	20,417	26,250	32,083
Arrangement fee	560,000	–	–	–	–	–
Net construction cash change	**2,154,750**	**(291,083)**	**(296,917)**	**1,250**	**(4,583)**	**(10,417)**
Closing unrestricted cash	**2,154,750**	**1,863,667**	**1,566,750**	**1,568,000**	**1,563,417**	**1,553,000**

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Construction cash flow months seven to twelve

July to December 2027 continues the same staged funding and construction costs. All 36 available month columns retain real calendar labels; months beyond actual construction end are inactive ledger carries, not extra funded construction work.

Inactive month cash minimum helper cells are excluded from minimum liquidity reporting and show Inactive instead of a balance. The construction closing ledger at the selected completion month supplies opening project and sponsor operations. Delayed COD changes the service anniversaries and full term expiry.

GBP	Jul 27	Aug 27	Sep 27	Oct 27	Nov 27	Dec 27
Opening cash	1,553,000	1,536,750	1,514,667	1,486,750	1,453,000	1,413,417
Senior draw	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667
Equity draw	375,000	375,000	375,000	375,000	375,000	375,000
Gross build carry	1,824,000	1,824,000	1,824,000	1,824,000	1,824,000	1,824,000
VAT refunds	304,000	304,000	304,000	304,000	304,000	304,000
Interest	37,917	43,750	49,583	55,417	61,250	67,083
Arrangement fee	–	–	–	–	–	–
Net construction cash change	**(16,250)**	**(22,083)**	**(27,917)**	**(33,750)**	**(39,583)**	**(45,417)**
Closing unrestricted cash	**1,536,750**	**1,514,667**	**1,486,750**	**1,453,000**	**1,413,417**	**1,368,000**

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Financial position summary

Project assets comprise unrestricted cash, restricted debt and lifecycle cash, gross charge receivables, unrecovered operating VAT credit and the planning asset net cost. Liabilities are outstanding senior debt and gross FM payables. Equity is paid project capital plus retained results.

Sponsor assets comprise its separate cash and unamortised IT. Its own equity and retained results reconcile separately. The final settlement year has no unitary charge or sponsor service fee and does not assume cash recovery of a remaining operating VAT credit. Project public and private capital repayments are separately reported.

Project closing GBP	Year 1	Year 3	Year 25	Settlement
Unrestricted cash	782,649	3,291,011	11,181,371	–
Restricted debt cash	**1,220,584**	**1,220,584**	**–**	**–**
Restricted lifecycle cash	**220,000**	**676,638**	**–**	**–**
Receivable	562,600	591,082	1,017,589	–
VAT credit asset	–	–	–	–
Planning asset	34,560,000	31,680,000	–	–
Total project assets	**37,345,832**	**37,459,314**	**12,198,960**	**–**
Senior debt	27,238,832	25,576,747	–	–
FM payable	110,000	115,569	198,960	–
Total liabilities	**27,348,832**	**25,692,316**	**198,960**	**–**
Paid equity	12,000,000	12,000,000	12,000,000	–
Retained earnings	(2,003,000)	(233,002)	–	–
Total project equity remaining	**9,997,000**	**11,766,998**	**12,000,000**	**–**
Liabilities plus equity	**37,345,832**	**37,459,314**	**12,198,960**	**–**

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Break even and scenarios

Use complete annual debt coverage, reserve and cash funding tests rather than a pupil breakeven count. Payment and cost indexation differ and major repair years can breach covenant or liquidity even when other annual profits are positive. A viable bid needs independently priced cash coverage over all 25 service years.

The Cases table contains captured build comparisons. Exact per input comparisons identify blank, text and compensating input edits as stale. Selected case outputs remain live with missing unselected inputs, while missing selected numeric inputs make dependent outputs unavailable. Zero is a valid input within contract and denominator bounds.

Base operating cash floor funding gap is GBP 632,000; Downside GBP 8,942,072. Public and private commitments remain hypothetical. Base final project debt is GBP –, final settlement cash GBP –, and separate sponsor retained cash GBP 1,061,016.

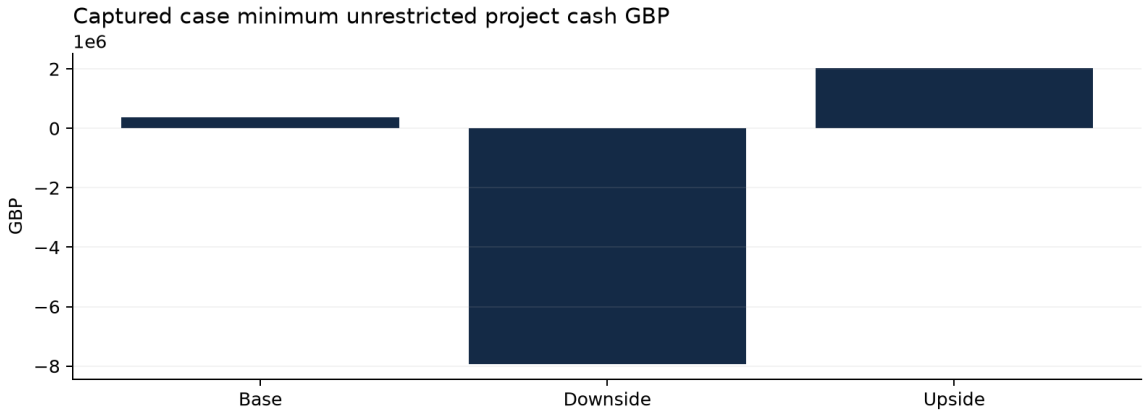


Figure Break even and scenarios. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

Captured cases GBP	Project low cash	Cash floor gap	Sponsor low cash
Base	368,000	632,000	199,362
Downside	(7,942,072)	8,942,072	(87,674)
Upside	2,017,861	–	284,515
Captured project returns GBP millions	**Public**	**Private SPV**	**MOIC**
Base	13.113	52.450	5.46x
Downside	0.000	0.000	0.00x
Upside	14.568	58.272	6.07x

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Model guide and completion

Inputs F5 selects Base, Downside or Upside; F to H contain the editable numeric assumptions. Live selected results recalculate independently of captured comparisons, which visibly flag any input edits. Construction, Operations and both sponsor schedules have cash and balance reconciliations.

FIRST preserve saved Excel edits using the retained builder with --import-inputs and the absolute saved workbook path, or copy desired case values into the retained input assumptions before rebuilding. A default rebuild replaces workbook inputs with source values and resets Base. Review actual Word pages, all workbook periods and native charts after every material change. This plan is complete for hypothetical feasibility discussion and is not a procurement or investment approval.

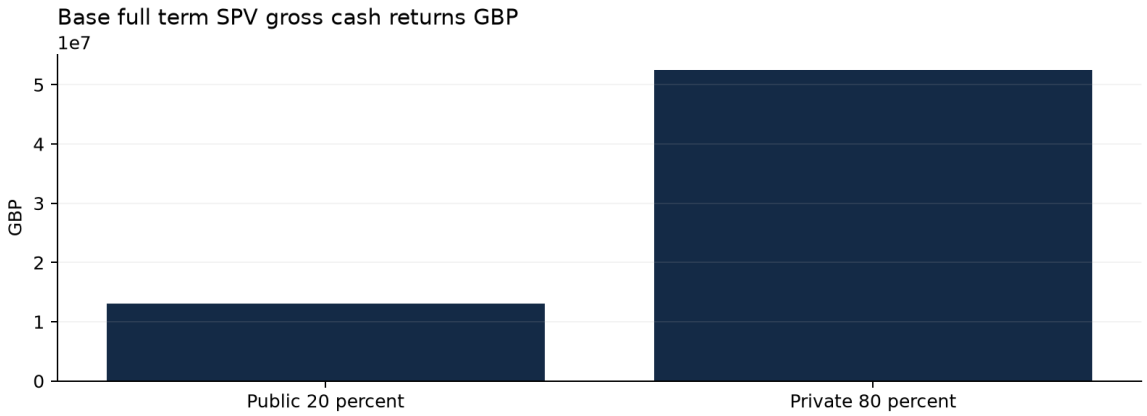


Figure Model guide and completion. Source ppp v1 GBP construction from January 2027 and 25 service years after actual completion plus settlement. Base unless captured case stated.

Full term project cash excluding bid company	GBP
Public full term cash returns	**13,112,541**
Private SPV full term cash returns	**52,450,165**
Public initial equity within project	2,400,000
Private initial equity within project	9,600,000
Separate private bid equity	1,000,000