



aspire Compulsory Purchase
Capability Statement





COMPULSORY PURCHASE

Providing a highly experienced and partner-led compulsory purchase capability, in which aspireCP delivers client-focussed strategic land assembly solutions for developers and acquiring authorities to minimise cost and risk throughout the compulsory purchase process.

Who we are:

aspireCP is a uniquely client focussed advisory practice, with specialised skills in strategic land assembly, compulsory purchase and associated land value capture mechanisms. We work with local authorities, major infrastructure providers and developers to manage the compulsory purchase process from project inception to completion, identifying the risks and opportunities and putting this together with the experience and systems to deliver land on-time and within budget.

The use of compulsory purchase order (CPO) powers is an essential tool for delivering major infrastructure, regeneration and development projects and is increasingly encouraged by the UK government and the Mayor of London as a means of speeding up new housing delivery. Yet, the experience

and skills necessary to deliver compulsory purchase programmes are in short supply.

Most other compulsory purchase advisers focus on assessment of CPO compensation and negotiation. Whilst we also have this transactional capability, our team is uniquely client-focussed, aiming to upskill clients' teams and to provide the practical advice to develop an acquisition strategy, manage statutory processes, identify and mitigate risk, deliver project assurance and get the best out of the whole supply chain.

What we offer:

Our partners have a wealth of client-side experience, having successfully delivered some of the most complex compulsory purchase projects in the UK. This offers clients a unique repository of industry-leading practical knowledge in how to deliver compulsory acquisition and land value capture. Added to this is our particular understanding of how to manage and deliver projects with a rail/infrastructure interface. We have also developed specialist compulsory purchase IT systems that help manage the process and track all the costs, which we can deploy to help our clients.

Set against the backdrop of an incredibly complex legal, physical, political and stakeholder environment, we have encountered the myriad of challenges most major projects face, worked through the pitfalls and created workable solutions: we know what works and what doesn't. This understanding of what it takes to deliver, sets us apart from the traditional compulsory purchase consultancy offering in the market. Our bread and butter is delivery management, not just a transactional approach to negotiating claims.

Our Experience

Extensive client-side experience, particularly in infrastructure, having successfully delivered some of the most complex compulsory purchase projects ever undertaken in the UK.

Crossrail

As Europe's largest infrastructure project when built, Crossrail's land acquisition was also amongst the most complex ever undertaken in the UK. With 118km of track and two 21km tunnels right under the West End and the City of London, the land interests affected included many of London's most economically important districts, as well as some of its most prestigious and historic urban fabric.



Led by the team that are now aspireCP partners, Ian Lindsay was Crossrail's Land & Property Director and Adrian Maher led transactional negotiations and delivery. The project gained powers by Act of Parliament to acquire c.150 hectares of land, in which over 1,500 individuals or organisations had an ownership interest. The Act came with a fixed time limit of five years in which these powers were exercised, to ensure all the land and rights were available for the construction and operation of the railway. 11,404 notices were served to secure all land on time and the final cost of acquisition

will be some £860m, which is within budget and well below the initial business case estimate of more than £1 billion.

The London 2012 Olympics



At the time, the London Olympic Park was the largest CPO undertaken in Europe, with a defined programme for completion by summer 2012. aspire were appointed by the London Development Agency as we had gained a reputation for delivering complex property schemes on time and within budget, and led the land assembly for the project from 2009. At this time the Property Cost Estimate (PCE) was projected to be well in excess of budget, but ultimately the land was acquired on time and over 450 compensation claims were delivered £40m under budget and £200m under the amount claimed.

Transport for London

aspireCP's Adrian Maher led all of Transport for London's (TfL) land delivery, in charge of one of the UK's largest compulsory acquisition teams. This included the £96m Jubilee line extension, extensions of the East London Line and other key projects, e.g:

Croydon Tramlink

Tramlink required the acquisition of approximately 15 residential owner-

occupied properties and a block of flats containing some 50 tenants. Adrian led the property team through consenting, exercise of powers, and negotiation with landowners and was actively involved at every stage, including as expert witness at Tribunal.



Thames Gateway Road Bridge, Beckton

This was a CPO promoted by TfL requiring the acquisition of approximately 100 acres for a new bridge and approach roads. aspireCP directors personally undertook all negotiations with landowners in advance of the inquiry, leading to the withdrawal of all main property objections, as well as providing the property expert witness at the Public Inquiry and giving evidence.

Silvertown Crossing



This project involved providing the property advice required to promote a Development Consent Order (DCO) for a new road tunnel under the Thames in East London. aspireCP directors led management of the process, including land referencing, PCE production and reporting. We developed the engagement strategy and led negotiations with landowners and objectors.

Rail Interface

Ian Lindsay was Head of Major Development at Network Rail, delivering property agreements for the Shard, Cannon Street and Birmingham New Street. Adrian Maher acted for TfL against Network Rail when CPO impacted their assets. As a result, aspireCP have unique knowledge of the issues and risks associated with rail related property development and excellent relationships with Network Rail's key decision-makers.

Land Value Capture (LVC)



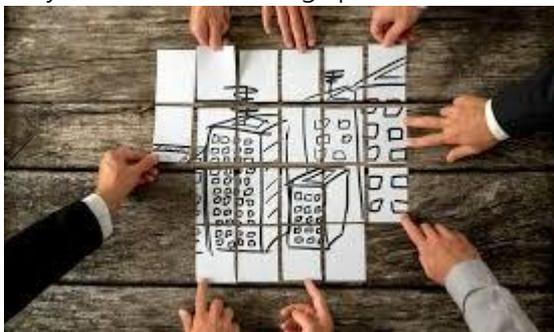
aspireCP has unique practical experience of identifying and realising land value capture opportunities, having led both Network Rail and Crossrail's station development programmes. Crossrail development will see the completion of c.3.5m sq.ft of offices, shops and apartments on a dozen key sites which will deliver more than £500 million of value back to the project. aspireCP also has access to a wider pool of development management specialists at aspireDM who have unrivalled land value capture experience on key projects like Bank station and the Northern Line Extension to Battersea. Our practical understanding of delivering solutions with complex rail interfaces has seen our skills in demand worldwide, with aspireCP providing LVC advice to Sydney Metro and Metrolinx Toronto.

The aspireCP offer

Whether a public body looking to deliver a key project, a developer looking for land assembly solutions or a major infrastructure project seeking to secure land, aspireCP manage every step of the process.

Land Assembly Strategy

We will identify a land assembly strategy, using CPO powers to meet the client's overall objectives for town centre development, estate renewal, area regeneration or delivery of infrastructure. Our unique client-side experience gives us the strategic skills to understand the systems and processes required to deliver complex programmes. This helps us to upskill client teams and to procure, direct, manage and support other suppliers whether surveyors, lawyers, land referencing specialists etc.



Financial Risk Management & IT

Our competitors know the theory of CPO delivery. But, aspireCP's acquiring authority background means we have the authority of actual experience in operating the CPO management systems necessary to deliver a project, i.e. identifying and managing risks, governance, reporting, driving the right behaviours from internal stakeholders, dealing with tax, commitments, cash-flow and payments etc.



Having written the user specification for TfL's Pheonix system we have since developed our own market-leading ComFiRM system to track all aspects of PCE cost and risk. Its bespoke dashboard reporting provides our clients with real-time management information. ComFiRM will also import/export data to both land referencing and stakeholder management systems on a modern web platform.

Process Assurance

Our senior client experience means we are ideally placed to provide an independent and objective oversight of project performance, insight into what has worked elsewhere and recommendations on how to establish best practice delivery mechanisms.

Rail Interface



This is often one of the highest project cost and programme risks. With direct client-side experience at Network Rail, Crossrail and TfL aspire are uniquely placed to help our clients navigate the minefield of working above and around operational assets. We know how to unlock 'shared value' ransom positions, manage the GRIP process and negotiate

workable asset/infrastructure protection agreements to create and not destroy value.

Land Value Capture



We have world-leading expertise in delivering viable commercial development on acquired land above/adjacent to infrastructure. Our track record includes Network Rail's redevelopments of the Shard, Cannon Street and Birmingham New Street, Crossrail's station development portfolio and TfL redevelopments at Bank and on the Northern Line Extension to Battersea.

Rights to Light

We have worked with local authorities and developers to use CPO alongside powers in Section 203 of the Housing and Planning Act 2016 to override easements, including rights to light, thereby facilitating timely project delivery with reduced cost and risk.



Powers & Possession

We have extensive experience in all forms of compulsory purchase whether delivered through Act of Parliament, DCO, Transport & Works Act Order, local authority powers or Highways legislation. We can advise on the strengths and weaknesses of different forms and plan the overall programme, with established systems and processes to serve

notices and take possession of properties within statutory timescales.

Land Referencing & Access

We have strategic alliances in place with the best land referencing providers to ensure our clients get a service tailored to their needs. This allows us to accurately identify all land interests and generate the required products, including Books of Reference, CPO schedules, statutory notices, access letters etc.



Property Cost Estimates

We will prepare a detailed budget for land acquisitions based on potential project phasing proposals. This will assess all potential heads of claim and identify and quantify budgetary risks and opportunities, seeking land swaps and other win:win solutions to minimise cost.

Engagement and Negotiation

We plan effective stakeholder engagement and community consultation for compulsory purchase and Public Inquiry processes, meeting the Equalities requirements for public bodies. Our consensual approach seeks to address individuals' concerns and identify solutions to overcome objections. aspire registered valuers conduct open and transparent negotiations to deliver settlements by agreement and in line with the CPO 'Compensation Code'. We are also skilled in dispute resolution, and as a last resort have experience of successfully prosecuting Lands Chamber 'Tribunal' cases.

Our Work

A relatively new entrant to the market, having established during 2017, aspireCP already has a prestigious client portfolio.

HS2



aspireCP were commissioned to provide project assurance and strategic advice, following a report on HS2's Property Cost Estimate (PCE) by the National Audit Office. We have worked closely alongside the Land & Property Directorate to help develop a more robust PCE methodology and to establish more effective systems and processes for budgetary control and financial risk management.

Heathrow



aspireCP were appointed to support Heathrow Airport in preparation of the DCO

for their proposed third runway. We developed processes for payments and reporting and systems for exercising powers. We also established a business requirements document for the associated IT management system, which will enforce internal and statutory governance.



We have been selected as one of only five specialist advisors on the TfL framework to provide compulsory purchase advice across the TfL portfolio. This framework is also open to all London boroughs and public bodies in Greater London.



Bringing together TfL and London Borough of Merton's existing land-holdings we have led the land assembly strategy for the regeneration of Morden Town Centre. This project has the potential to deliver some 2,000 new homes as a key contribution to the Mayor's housing targets for London.

Client Endorsements

HS2

aspire have made a substantial contribution to our PCE assurance, providing practical advice based on real world experience from similar programmes and with plenty of ideas on opportunities for us to explore.

Colette Caroll
Director of Land & Property

Adrian has led the delivery of the GLA's extensive CPO portfolio and done so with great efficiency and success. By outsourcing to his team ... the GLA achieved very substantial cost savings, we had access to excellent expert advice and achieved very satisfactory settlement terms on the huge London Olympic CPO claims without undue recourse to expensive Tribunals.

David Lunts
Executive Director Housing & Land

**GREATER
LONDON
AUTHORITY**



We are consistently impressed by aspireCP's experience and insight, but it is their focus on practical delivery that really marks them out as industry leading

Graeme Craig
Commercial Development Director

The aspireCP Team

Adrian Maher B.Sc. MRICS



e: amaher@aspirecp.com

t: +44 (0)7976 881 303

Adrian has more than 30 years' experience in managing compulsory purchase projects for the public sector. At Transport for London he managed over £1.1billion of compensation on projects such as Crossrail and averaged compensation settlements to within 1% of budget.

In his last 10 years at TfL, his team managed 48 Tribunal cases with the vast majority settling within 5% of the sealed offers. He was also responsible for some of the leading compensation decisions at the Upper Tribunal such as Spirerose and Bishopsgate Space Management. Since 2011 he has been a committee member of the Compulsory Purchase Association and led the compulsory purchase reforms in the Housing and Planning Act 2016 and more recently in the Neighbourhood Planning Act 2017.

Ian Lindsay B.A. MRICS FCIH



e: ilindsay@aspirecp.com

t: +44 (0)7920 155 779

Ian is a strategic land acquisition, property development and regeneration professional with more than 30 years' experience. He has a strong track record of successful delivery in major infrastructure projects and on complex mixed-use developments, focussed on the transport sector, having led property teams at Network Rail and Crossrail.

As Land & Property Director at Crossrail from 2011-2018, Ian was responsible for acquisition of all land required for the railway, on-going management of the Crossrail estate and delivery of a positive legacy for London's built environment via Crossrail's over-site development and public realm improvement programmes. With a background in residential development he is non-Executive Director of Moat Housing. Since joining Aspire Ian has undertaken Expert Witness work and also advises Homes England on £5.5 billion Housing Infrastructure Fund Forward Funding programme.

Simon Bachelor B.Sc. MRICS



e: sbachelor@aspirecp.com

t: +44 (0)7500 148 375

Simon is a highly committed and experienced surveyor who has specialised in compulsory purchase for more than 28 years. He has led property teams on a number of high-profile projects such as the CPO for residential led regeneration of Southall gas works and the Order for the extension of the East London line.

He is experienced in advising on, managing and providing land assembly solutions for infrastructure and regeneration projects whether by agreement or under compulsory purchase powers. Simon was the property lead on the Silvertown Tunnel development consent order and advised the GLA on the delivery of a CPO for the Old Oak and Park Royal MDC. In 2012 Simon took over management of the land assembly budget for the London Olympics. He managed all the litigation cases and achieved an excellent success rate for the GLA client team in reducing risk and delivering cost savings on the 36 Lands Chamber cases.



Holden House
57, Rathbone Place
London
W1T 1JU



Regulated by RICS

e: info@aspirecp.com

t: 020 7299 4455

w: [@aspireCP.com](https://www.aspirecp.com)