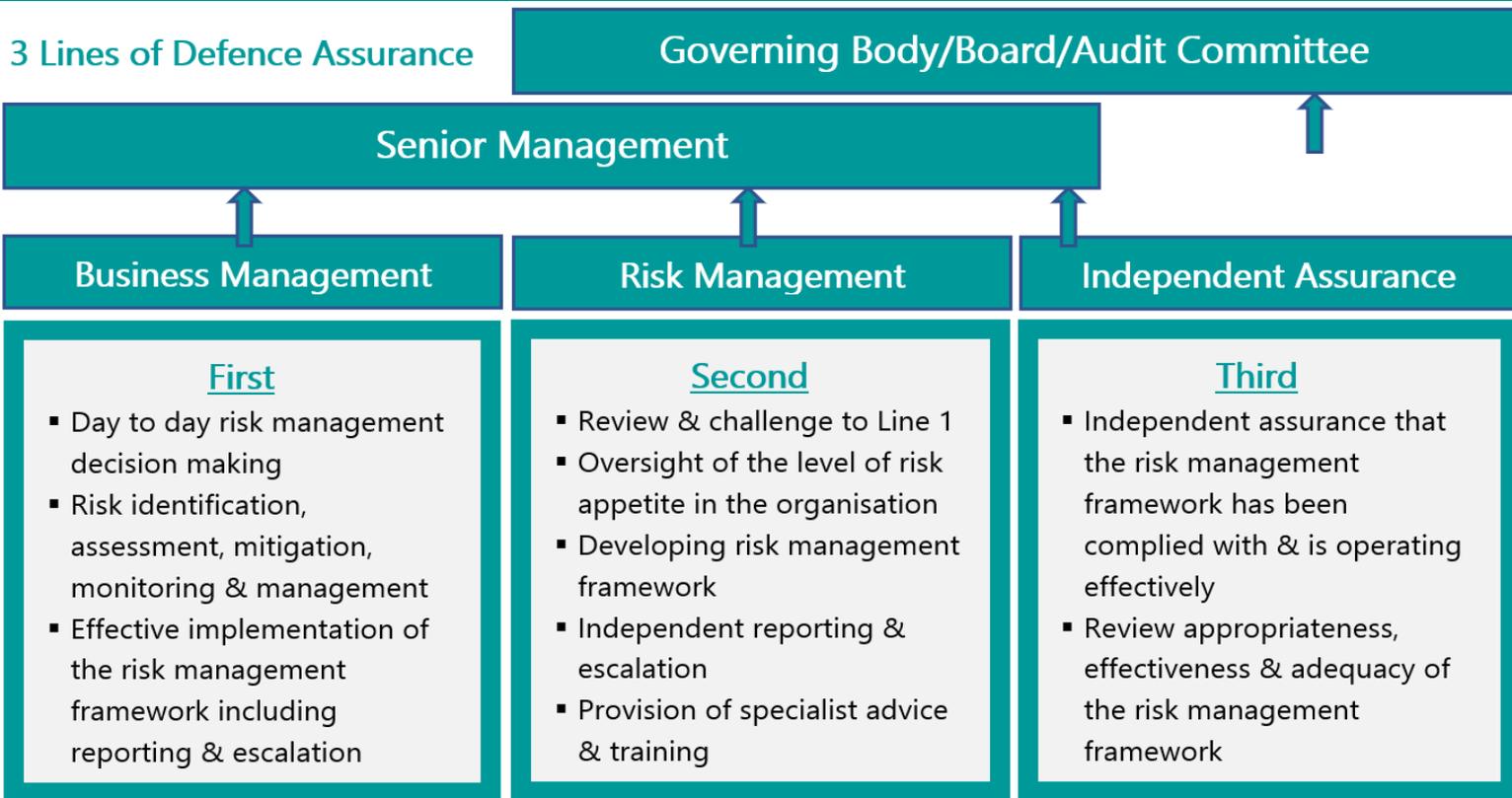


Compulsory Purchase Project Assurance



The Problem:

In 2012 the National Audit Office (NAO) reported that there were 205 projects in the government’s major project portfolio with a combined cost of £376 billion, and of which 39 (nearly 20%) had a delivery confidence rating of ‘red’ or ‘amber/red’.



If projects are to deliver successfully and avoid newspaper headlines such as that above, project assurance is now recognised as a critical success factor. This is particularly the case in highly specialised fields such as acquiring land via compulsory purchase where skills are in short supply and errors can have huge financial consequences.

Our Solution:

aspire are compulsory purchase assurance specialists. In 2018 we were commissioned by HS2 to help define and develop a new approach to its Property Cost Estimate (PCE) and to provide independent assurance in response to the September 2018 NAO report into land acquisitions at HS2. Following our work, Land & Property Director Colette Carroll noted *“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.”*

aspireCP is uniquely client-focussed and with the track record of having successfully delivered some of the most complex compulsory purchase projects ever undertaken in the UK. Our own client-side lineage means we are able to recommend practical ways forward that help clients solve problems rather than just identifying issues. We understand how to control and mitigate risks, how to realise

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opportunities and the reporting, governance, systems and processes required for delivery. Working with HS2, we have pioneered 'real-time assurance', working collaboratively with clients and other advisers to identify and avoid/mitigate potential issues before they happen, rather than just highlighting problems after the event.

What is Assurance & Why is it Important?

Projects are synonymous with change and change by its very nature is risky. The three lines of defence model was created following the Global Financial Crisis to provide a co-ordinated approach to risk and provide governing bodies with practical assurance. The NAO says deems project assurance essential *"to provide information to those that sponsor, govern and manage a project to help them make better informed decisions, which reduce the causes of project failure, promote the conditions for success and deliver improved outcomes."*

Why choose **aspire** for assurance?

aspireCP's Project & Programme Assurance:

- Provides confidence to stakeholders that a project is being managed effectively;
- Provides confidence that a project or programme is on target to achieve the defined deliverables and benefits;
- Highlights issues and concerns that could put successful project delivery at risk in time for management action to mitigate the problem.

As assurance specialists we provide projects with the third line of defence from the internationally recognised model set out above. However, we also have the track record of having delivered major

compulsory purchase projects on time and on budget, giving us a unique practical insight into what good looks like and how to deliver it.

For the London 2012 Olympics, the London Olympic Park had 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.



At Crossrail aspireCP's Ian Lindsay was Land & Property Director and Adrian Maher led transactional negotiations. With 118km of track and two 21km tunnels right under the West End and the City of London, affected land interests included London's many of London's most historic and economically important districts. The project acquired c.150 hectares of land from more than 1,500 claimants serving 11,404 notices on time with the £860m cost of acquisition delivered within budget and below the initial business case estimate.