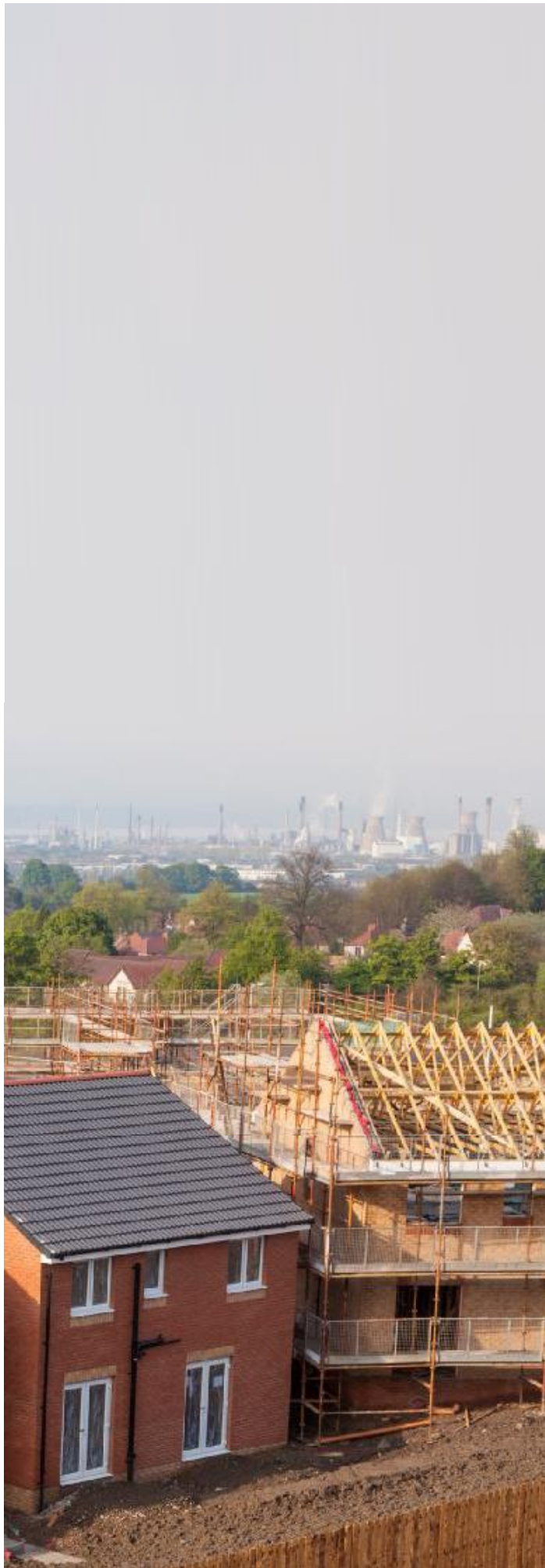


## APPENDIX 6



## Development Consultancy

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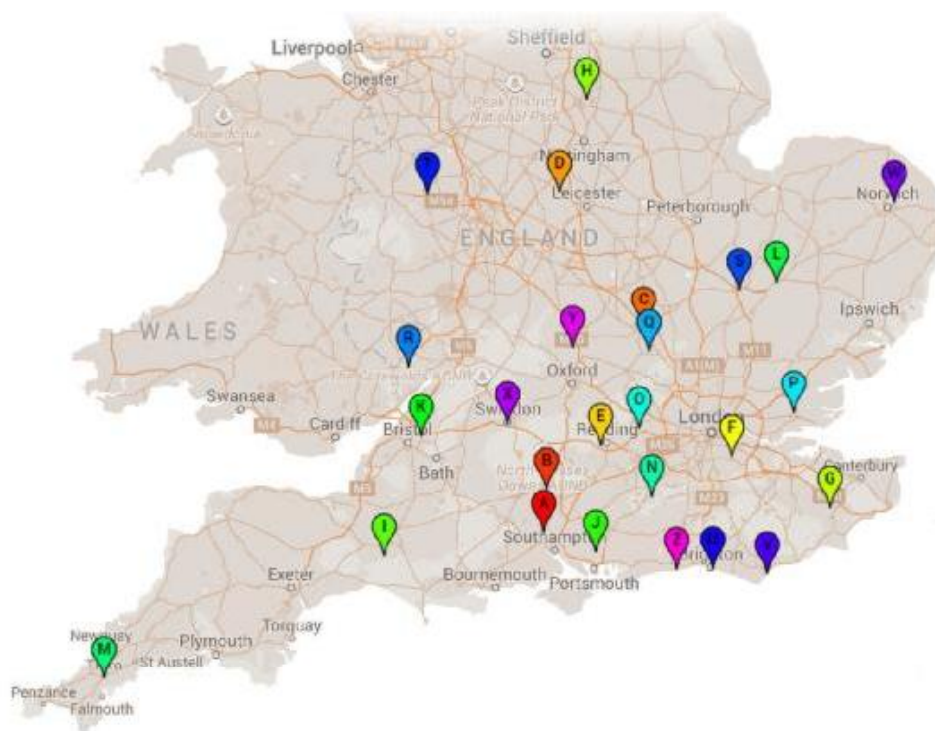
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# Development Consultancy

Turner Morum LLP is a niche firm of property advisors. The Development Consultancy Team specialises in the following:

- Viability Appraisals
- Development Land Valuation Advice
- 5-Year Land Supply Assessments
- Facilitating Site Promotion
- Local Plan Assessments (CIL, S.106, Affordable Housing and Infrastructure)
- Expert Witness Evidence

The map below shows a selection of our recent and notable projects, a number of which are explored in more detail on the following pages:



	Abbotswood, Romsey		Denmead, Hampshire		North West Cambridge
	Andover		Emersons Green, Bristol		Redhill Way, Telford
	Area 11, Milton Keynes		Hatchfield Farm, Newmarket		Royal Alexandra Hospital
	Bardon Grange, Coalville		Higher Newham Farm, Truro		Sovereign Harbour
	Bath Road, Reading		Key Site, Goldaming		Sprowston, Norwich
	Blue Circle Sports Ground		Badnell's Pit, Maidenhead		Swindon EDA
	Chilmington Green		Southend Road, Wickford		Upper Heyford, Cotswolds
	Clipstone Road, Mansfield		Leighton Linlade		Worthing College
	Crewekerne		Lydbrook		

## Viability

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We specialise in advising both Developers and Local Authorities on Development Viability. Detailed analysis is usually carried out in the form of bespoke development appraisals; structured to allow various types of sensitivity analysis and built to incorporate high levels of detailed information. We also frequently use development viability toolkits, such as the HCA Model & Three Dragons Viability Toolkit.

We have significant experience in providing viability advice on large, phased schemes, structuring review mechanisms, carrying out commuted sum calculations and dealing with 'deferred contributions' (where applicable). Some examples of viability assessments undertaken are provided below:-

### **CHILMINGTON GREEN, ASHFORD, KENT**

Consortium inc. BDW Kent, Hodson Developments, Jarvis Homes & Pentland Homes

We were instructed by a Consortium of housebuilders to provide detailed viability advice on this scheme of 5,750 dwellings in Ashford, Kent. Our modelling required us to consider the viability on a phase-by-phase basis, as well as the delivery of significant amounts of infrastructure and S.106 contributions. This scheme included a complex viability review mechanism, which we were responsible for structuring.

### **OXLOW LANE, LONDON BOROUGH OF BARKING AND DAGENHAM**

Hello Neighbour Ltd

A scheme of 60-plus units was proposed on a build-to-rent basis. Turner Morum were instructed to provide viability advice to the applicant. We analysed a range of scenarios including open market sale and build-to-rent schemes and submitted our case to the Council. This was originally disputed by the Council's consultant, although, after a period of negotiation, the scheme proceeded through planning at the affordable housing level included within our appraisal.

### **BOMBAY STREET, LONDON BOROUGH OF SOUTHWARK**

Southwark Park Road Ltd

Turner Morum were instructed by a developer client to advise on the viability of their proposed scheme in Southwark. During the course of discussions with the Council we were required to run numerous different scenarios due to issues regarding height and massing within the scheme. We were able to advise on the viability implications of such changes allowing the Council and developer to agree upon a suitable scheme.

### **CHAPEL ARCHES, MAIDENHEAD**

Shanly Homes

We were appointed to represent Shanly Homes on this landmark scheme in central Maidenhead. The development comprised multiple buildings which had been secured by Shanly Homes over a considerable timeframe. We were asked to assess the viability of the scheme, and negotiate the viability on Shanly's behalf. A planning consent was subsequently agreed with a reduced level of affordable housing and S.106 package which included a contribution towards Maidenhead's waterways improvement scheme.

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**LEIGHTON LINSLADE, BEDFORDSHIRE****Willis Dawson Holdings (WDH)**

WDH instructed us to provide viability advice on their proposed 1,210 residential unit mixed-use scheme, which is a key urban extension site in Leighton Linlade, Bedfordshire. Following the production of a detailed appraisal model which considered various affordable housing scenarios, we entered into negotiations with the Council and their appointed Valuer, before reaching a satisfactory viability agreement.

**CARDINGTON, BEDFORDSHIRE****Fosbern Manufacturing Ltd**

We were instructed by Fosbern Manufacturing Ltd to assess the viability of their proposed development of 592 residential units and the required refurbishment of the iconic World War 1 Airship Hanger within the S.106 agreement and following negotiations with Bedford Borough Council, an agreement on affordable housing was reached.

**EASTLEIGH, HAMPSHIRE****Taylor Wimpey (Southern Counties) Ltd**

Taylor Wimpey instructed us to assess the viability of their proposed development of 120 residential units on a Brownfield site in Eastleigh, Hampshire. Following the construction a bespoke viability model, our assessment was submitted and after negotiations with Eastleigh Borough Council, we reached an agreement on the level of affordable housing and S106 contributions to be delivered.

**WINNYCROFT, GLOUCESTER****Barwood Homes**

Turner Morum were appointed by Barwood Homes to provide viability advice regarding their planning application for 420 dwellings in Winnycroft which went to appeal. We produced bespoke appraisal models and provided evidence at Appeal which resulted in the Inspector's decision to grant permission for the development at the level of affordable housing we had submitted without the need for a review mechanism.

**CAMBOURNE WEST, CAMBRIDGESHIRE****Bovis Homes & Taylor Wimpey**

We were appointed by Taylor Wimpey and Bovis Homes to act for them in preparing a viability assessment to support their outline planning application for 2,350 dwellings on a partly-allocated 350 acre site at Cambourne. We were tasked with running a number of scenarios and carrying out detailed sensitivity analysis during negotiations with the Council's consultant, as well as being required to assist with the preparation of the S.106 agreement. We were able to reach the mutually agreeable position on the quantum of affordable housing to be provided across the entire development.

**SWINDON, WILTSHIRE****Swindon Eastern Villages Consortium**

Turner Morum were instructed by a consortium of developers and promoters to provide viability advice regarding their proposed development of 2,380 dwellings at Swindon. We produced a bespoke valuation model and carried out a number of detailed appraisals. Following productive negotiations with the Council and their appointed consultant we were able to reach a mutually acceptable position on the level of affordable housing to be provided and removed the need for a review mechanism.

## Valuation Advice

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We have extensive experience in providing valuation advice, usually where land is controlled via Option Agreements. Examples of some recent instructions are detailed below:-

### **EAST ANTON FARM, ANDOVER, HAMPSHIRE**

*Taylor Wimpey (Southern Counties) Ltd*

We were appointed to advise Taylor Wimpey on this mixed-use (residential-led) 330 acre development site to the north-east of Andover. Our Input included advising during the S.106 negotiations, preparing a detailed cashflow model in-line with the Option Agreement and then negotiating the purchase price & acquisition terms (including a separate ransom negotiation with Network Rail).

### **AREAS 10 & 11 – MILTON KEYNES, BUCKINGHAMSHIRE**

*Gallagher Estates*

Gallagher Estates instructed Turner Morum on this site in Milton Keynes known as the Western Expansion Area. This was the largest housing site to come to market in the Country at the time where planning was granted for 6,550 new homes. We were instructed in a valuation capacity through the arbitration process and acted as Expert Witnesses, providing detailed evidence under cross-examination.

### **LAND AT SOUTHEND ROAD, WICKFORD, ESSEX**

*Martin Grant Homes*

We were appointed by Martin Grant Homes to assess the value of their development site, and then negotiate the purchase price with the vendor's appointed Valuer. When we were unable to agree a price, we proceeded to dispute resolution where the Independent Expert agreed with our recommended price figure. This was an amount calculated in-line with the prescribed valuation methodology within the Option Agreement.

### **PUCKERIDGE, EAST HERTFORDSHIRE**

*Fairview Homes*

Fairview Homes appointed us to assess the value of this development site, and negotiate the Open Market Value. This instruction went to dispute resolution, where we submitted a proof of evidence and rebuttal report, outlining our opinion of Open Market Value, based on our detailed valuation modelling and analysis of comparable evidence.

### **SPROWSTON, NORWICH**

*Consortium inc. Persimmon Homes, Taylor Wimpey & Hopkins Homes*

We were instructed by a consortium consisting of Persimmon Homes, Taylor Wimpey and Hopkins Homes to undertake a valuation assessment of their proposed development of 1,233 units on this 208 acre site at White House Farm, Sprowston, Norwich. The instruction included researching a large number of comparables and structuring the valuation appraisal in-line with the requirements of the Option Agreement.

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### THREE MILE CROSS, READING

#### Crest Nicholson

Crest Nicholson appointed us to assess and negotiate the acquisition of this development site from the private landowner. Our submission comprised a residual valuation cross-referenced with analysed comparable evidence. After negotiations and further analysis, particularly of comparable evidence, an Open Market Value figure was agreed.

### NORTHSTOWE PHASE 1, CAMBRIDGESHIRE

#### Gallagher Estates

We were instructed by Gallagher Estates to undertake a valuation exercise and enter into negotiations on phase 1 of this development in Northstowe, Cambridge, which incorporated the first 1,500 homes of the 10,000 unit new settlement. This landmark development required producing and negotiating a bespoke Excel model that was agreed by both sides, as well as testing a range of development scenarios.

### HOUGHTON REGIS, BEDFORDSHIRE

#### Lands Improvement

Lands Improvement, lead developer within the Houghton Regis Development Consortium, appointed us to undertake a comprehensive valuation assessment of numerous Option Agreements relating to the land assembly of this strategic site in Bedfordshire. This exercise also required us to assess the Open Market Value of the 5,150 unit site through an extensive cashflow appraisal model.

### BUCKTON FIELDS, NORTHAMPTON

#### Bloor Homes and Martin Grant Homes

We were jointly instructed by Bloor Homes and Martin Grant Homes to initially assess the viability of their proposed joint venture scheme of 376 residential units in Northamptonshire. Following the grant of a satisfactory planning permission (with reduced affordable housing), we were then instructed in a valuation capacity to negotiate the acquisition of the development site, which was held under a number of Option Agreements.

### REDDITCH, WORCESTERSHIRE

#### Alps Group

We were instructed by the vendor to examine the overage provisions relating to the 295 unit development in Redditch. This involved analysing the developer's valuation alongside the Agreement, undertaking our own analysis and producing our own valuation, before entering into discussions and negotiations with the developer and their agent. We were able to reach a mutually agreeable position between both sides and avoided dispute resolution proceedings.



## Facilitating Site Promotion

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We have been involved in promoting various sites across the Country. Our role tends to include providing advice on viability, securing site allocations in Local Development Plans and obtaining expressions of interest from potential purchasers. Once interest has been obtained and preferred bidders chosen, we also have experience in negotiating and finalising purchase terms on behalf of our landowner clients. Examples of some of our more recent site promotion instructions are shown below:-

### **HATCHFIELD FARM, NEWMARKET**

Stanley Estates

We have provided on-going advice to the Derby Estate concerning approximately 150 gross acres of potential development land on the North side of Newmarket. Two planning applications have been lodged with the most recent being for 400 dwellings. Our input included advising on appropriate land uses for inclusion within the Masterplan, assisting with the S.106 negotiation and preparing a valuation model.

### **NORTH WEST CAMBRIDGE**

University of Cambridge

We were instructed by the University of Cambridge to provide on-going consultancy and viability advice in relation to a c. 160 acre site in North West Cambridge. Our role was within a large multi-discipline team, providing in-depth financial modelling and developing complex cashflow appraisals, including elements of market, affordable, collegiate, key worker, employment, research & development land uses.

### **TICEHURST, EAST SUSSEX**

Private Landowner

A private landowner client appointed us to advise them concerning a substantial area of agricultural land within the Area of Outstanding Natural Beauty (AONB) as part of a large professional team. A resolution to grant outline planning consent was secured for 40 houses (40% affordable) ahead of the LDF being adopted. We were then instructed to sell the site on behalf of the landowner, approaching a number of housebuilder and developer, seeking expressions of interest and offers for this consented site.

### **BOREHAMWOOD, HERTFORDSHIRE**

Private Landowner

We were appointed by a private landowner to advise on the Open Market Value of a parcel of land suitable for residential development. In order to provide the landowners with an indication of value, we modelled a range of development scenarios, including different levels of density on the site and also tested a range of inputs including average market revenues and construction costs.

### **LISBURN, BELFAST, NORTHERN IRELAND**

Neptune

Turner Morum were asked to model options for a "Roof Tax" mechanism which is intended to act as a method for funding the delivery of a new relief road by collecting contributions from circa 2,300 dwellings that are proposed to be constructed on the client's land and adjacent third parties.



## Public Sector Advice

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We have provided professional advice to a large number of Local Authorities across the country, as per the below examples:-

### **ASHFORD BOROUGH COUNCIL & KENT COUNTY COUNCIL**

Ashford Borough Council & Kent County Council appointed us to provide consultancy and appraisal advice within the Ashford Growth Area for Ashford Borough, Kent County Council and English Partnerships with a view to identifying the potential level of "Planning Gain" that could be raised in relation to 31,000 new dwellings intended to be built over the period up to 2026. This instruction required a review of two major residential development sites, the preparation of appraisals and an analysis of the likely "On Site" and "Off Site" abnormal costs of development. There was a particular focus on those items that might, in future developments, fail to be dealt with by way of a "Planning Tariff".

### **TONBRIDGE & MALLING COUNCIL**

We provided consultancy and appraisal advice in connection with the preparation of an Area Development Framework for the central area of Tonbridge. As part of a multi-disciplinary team, advice was prepared in relation to proposed leisure, office, industrial and residential uses. The brief required liaising with interested parties, computer modelling of the proposals and advice upon market demand and viability.

### **KENT COUNTY COUNCIL & THANET DISTRICT COUNCIL**

We provided viability advice related to the affordable housing provision on a school site that was brought forward for housing. This scheme essentially required a 'land swap' to enable the delivery of a new school, and an affordable housing assessment was required in order to determine whether 'equivalent value' was achieved between the two sites in question.

### **CROYDON COUNCIL**

We were appointed by Croydon Council to assist in a viability review for a large town centre scheme of over 500 units. The scheme was a build-to-rent proposal and the Council appointed Turner Morum to review the applicant's proposal. This instruction not only involved negotiating the level of affordable housing and Section 106 contributions the scheme could viably provide but also assisting solicitors with the drafting of the Section 106 specifically in relation the Review Mechanisms in line with the 2017 Mayoral Supplementary Planning Guidance.

### **HACKNEY COUNCIL**

A site in a Priority Employment Area had been subject to a viability submission which the Council requested Turner Morum review and advise upon the viability of the scheme. As the site was in a Priority Employment Area our analysis was focused on whether additional commercial space could be delivered in lieu of residential. We reviewed the evidence provided by the applicant in detail and reported our findings back to the Council.

## 5-Year Land Supply

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We have been involved in various 5-year land supply instructions where our role has been to assess, monitor and analyse the land supply assumptions of the Local Authorities, and to advise whether they can robustly demonstrate that they have 5-year housing land supply. We are regularly involved in associated planning appeals, providing proofs of evidence and expert witness evidence where necessary. Below are some examples of recent 5-year land supply instructions:-

### **BOROUGH COUNCIL OF WELLINGBOROUGH (BCW)**

#### **Redrow Homes**

We were instructed to undertake an evaluation of BCW's suggested 5-year land supply, to support Redrow's proposed 85 unit scheme in Earls Barton. Our assessment looked at each of the Local Authority's key sites, considering any constraints on delivery and taking into account various issues including housing construction rates, assumptions for infrastructure delivery, local market competition & potential market saturation.

For the purposes of the public inquiry we provided a written proof of evidence and provided expert witness evidence given under cross examination. Our evidence was accepted by the Planning Inspector, who agreed that the Council could not demonstrate an adequate 5-year land supply (although the appeal was eventually overturned by the Secretary of State for non-land supply reasons).

We were also subsequently instructed by Aberdeen Asset Management, Barwood and Bowbridge Land to re-assess the BCW 5-year land supply, in all cases concluding that an adequate 5-year housing land supply did not exist.

### **SOUTH NORTHAMPTONSHIRE COUNCIL (SNC)**

#### **Redrow Homes Ltd**

Redrow instructed us to undertake a 5-year land supply assessment of SNC to support an appeal on their site in Pottersbury. Working with Barton Willmore and Connells, a detailed proof of evidence was produced assessing the delivering of the key sites in South Northamptonshire. In the lead-up to the Public Inquiry, a meeting was held with SNC which enabled a position to be agreed with the Council on all of the key sites.

### **CANTERBURY CITY COUNCIL (CCC)**

#### **Pentland Homes Ltd**

We were instructed to undertake an assessment of the 5-year land supply published by CCC to support submissions in respect of the emerging Local Plan. A detailed report was prepared and submitted based upon our detailed research, which involved reviewing the viability of each of the key sites, seeking to demonstrate that many were financially non-viable and thus unlikely to be delivered within the timeframe suggested by CCC.

### **NORTH NORFOLK DISTRICT COUNCIL (NNDC)**

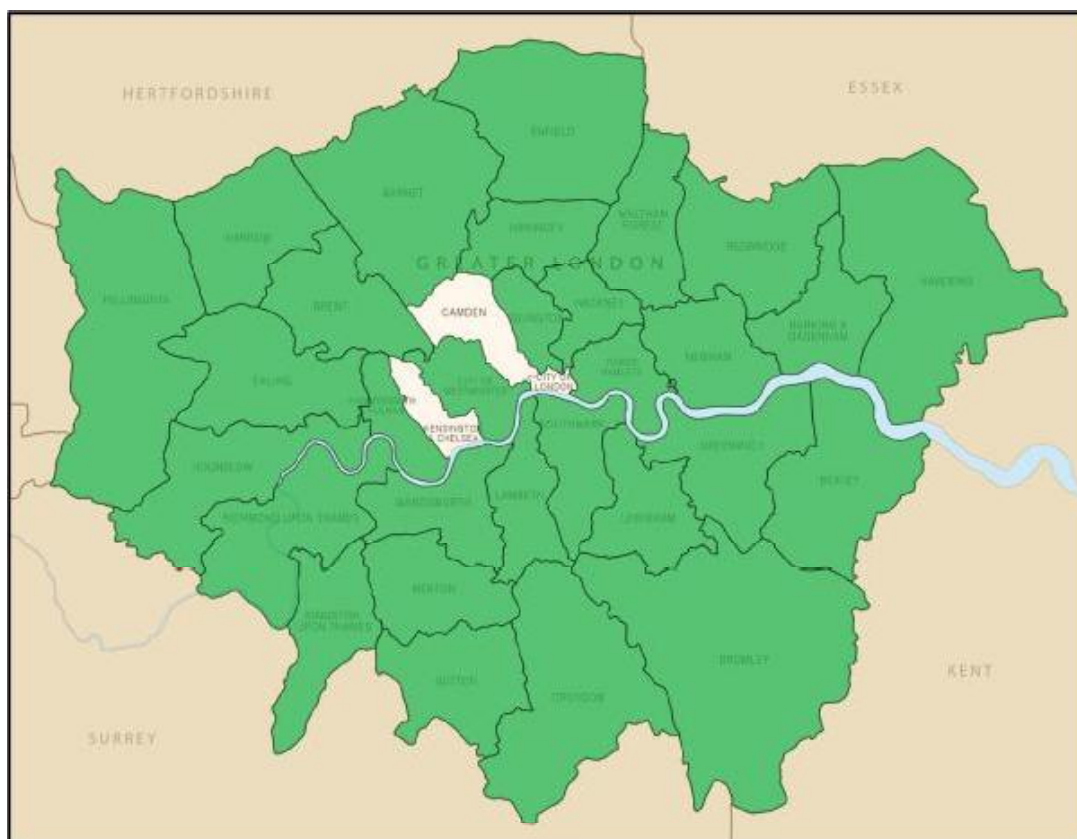
#### **Gladmans Strategic Land**

Gladmans appointed us to carry out a review of NNDC's suggested 5-year housing land supply, which was provided as a written report. This assessment required us to draw upon a number of our housebuilder contacts in order to ascertain when they saw the key sites coming forward and at what rate, identifying any potential delivery problems.

## Greater London

As well as the great deal of work Turner Morum has been involved in regionally, we are very active within the Greater London area.

The Development Team have experience in nearly all of the London Boroughs; the below map shows those in which we have gained extensive experience as regards both advice and negotiations:



- |                        |                        |                        |
|------------------------|------------------------|------------------------|
| ● Barking & Dagenham   | ● Haringey             | ● Newham               |
| ● Barnet               | ● Harrow               | ● Redbridge            |
| ● Bexley               | ● Havering             | ● Richmond-upon-Thames |
| ● Brent                | ● Hillingdon           | ● Southwark            |
| ● Bromley              | ● Hounslow             | ● Sutton               |
| ● Croydon              | ● Islington            | ● Tower Hamlets        |
| ● Ealing               | ● Kingston-upon-Thames | ● Waltham Forest       |
| ● Greenwich            | ● Lambeth              | ● Wandsworth           |
| ● Hackney              | ● Lewisham             | ● Westminster          |
| ● Hammersmith & Fulham | ● Merton               |                        |

## The Team

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### John Turner BSc (Hons) MRICS

**Partner**

BSc (Hons) Estate Management

Member: Royal Institution of Chartered Surveyors 1977

After starting his career in the Valuation Office Agency, and following 10-years in Development Consultancy at Debenham Tewson & Chinnocks (now operating as Cushman & Wakefield), John Turner set up Turner Morum in 1991.



Within the firm John heads up the Development Consultancy Team and has wide experience of advising on several of the country's largest and most complicated schemes.

A particular skill comprises computer modelling of large scale developments, including sensitivity, viability and valuation analysis. John has provided expert reports and witness evidence at numerous public inquiries, arbitrations and court cases.

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### Thomas Hegan BSc (Hons) MRICS

**Partner**

BSc (Hons) Real Estate Valuation and Management

Member: Royal Institution of Chartered Surveyors 2009

Tom joined Turner Morum in 2007 and was made Partner in 2013. Responsibilities in this role include producing development appraisals, built to incorporate large amounts of variable information with high levels of accuracy on site development capacity and value.



Tom specialises in viability and valuation advice, and has been involved in bringing forward some of the key strategic sites across the country. Tom is a specialist in residual valuations, cashflow appraisals and review mechanisms.

In addition, Tom's role is to provide Expert Reports and Witness Evidence at public inquiries, arbitrations and court cases, and all other development consultancy matters. Tom is also an accredited expert and has undertaken the advanced professional award in expert witness evidence.

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## Nick Bignall BSc (Hons) MSc MRICS

### Partner

BSc (Hons) Land Management  
MSc Urban Planning and Development  
Member: Royal Institution of Chartered Surveyors 2013



Nick joined Turner Morum in 2010 and was made Partner in 20018. Nick works mainly alongside Tom Hegan and John Turner, carrying out detailed financial modelling of development scenarios, specialising in complex development appraisals and cashflows, allowing our clients to easily test sensitivities within particular valuation and viability assessments.

Nick is a specialist in residual valuations, cashflow appraisals, review mechanisms, 5-year housing land supply assessments and proofs of evidence. Nick regularly produces detailed reports explaining and justifying inputs, setting out the conclusions of our detailed analysis, and negotiating planning consents on behalf of our clients.

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## Ramsay Evans BA (Hons) MRICS

### Associate

BA (Hons) Property Development and Planning  
Member: Royal Institution of Chartered Surveyors 2017



Ramsay joined Turner Morum in 2014 from property consultancy SPACE-2, having obtained a first-class honours degree from the University West of England. He was made Associate Partner in 2019.

As well as providing viability and valuation advice to Developers, Landowners and Local Authorities, Ramsay also provides assistance to Partners when they are acting as Expert Witness within valuation disputes, either Independent Expert Determinations or Arbitrations and has undertaken RICS training enabling him to become a Registered Expert Witness.

The viability advice Ramsay provides primarily concerns affordable housing and S106 obligations and the valuation advice Ramsay provides typically concerns sites controlled by way of Option Agreement. Ramsay also has experience acting for landowners on the promotion and marketing of their land, as well as making local plan representations and carrying out 5-year housing land supply assessments.

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## Team (cont'd)

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### Ollie Sanderson BA (Hons) MSc MRICS

**Development Surveyor**

BA (Hons) Economics

MSc Real Estate

Member: Royal Institution of Chartered Surveyors 2019



Ollie joined Turner Morum in October 2016 from Funding Circle, where he worked within their credit risk department. He now works closely with John Turner, Tom Hegan and Nick Bignall, predominantly producing development appraisals for the purposes of viability and deliverability studies, as well as for residual valuations of development sites.

Ollie also assists the senior members of the team with other areas of development consultancy, including 5-year housing land supply, local plan & Community Infrastructure Levy evidence analysis, cashflow appraisals, and comparable research and analysis.

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### Sam Findlay BA (Hons) MSc

**Development Surveyor**

BA (Hons) Geography

MSc Real Estate

Currently enrolled on the APC to become a Chartered Surveyor



Sam joined Turner Morum in July 2018 after completing a Real Estate Masters degree at the University of Reading's Henley Business School.

Sam assists the Development Team in a number of ways, predominantly working on development appraisals and associated analysis on residential-led schemes across the country. His primary role is assisting the team with the production of these models.

Sam is currently enrolled on the APC to become a Chartered Surveyor.

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## Katherine Seager BSc (Hons)

### Development Surveyor

BSc (Hons) Real Estate Management

Currently enrolled on the APC to become a Chartered Surveyor

Katherine joined Turner Morum in September 2019 after completing a Real Estate Undergraduate degree at Oxford Brooke's University in 2018.



Since Katherine's arrival at Turner Morum, she has been largely involved in assisting Tom Hegan and Nick Bignall in the production of development appraisals for residential schemes across the country.

Katherine is currently enrolled on the APC to become a Chartered Surveyor.

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## Clients

### PUBLIC SECTOR





## Clients (cont'd)

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### PRIVATE SECTOR



