



For over 27 years we have been working in partnership with Funders, Landowners, Charities, Local Authorities, Hotel and Business Owners, and Architects.

During this period, we have successfully developed a wide range of unique sites by virtue of bespoke and often complex Joint Venture arrangements.

Whether our partner has a specific tax structure, wishes to retain properties within the development or wants to be active or passive, we focus on meeting their needs through our tailored but flexible approach and most importantly whilst always considering their risk profile.

With regional offices in London and throughout the South West, each with experienced teams with extensive local knowledge, we are the chosen partner for many Landowners. Our ability to deal with land assembly, planning, construction, sales and marketing, finance, and tax planning means that we can create the most mutually beneficial and successful business relationships possible.

Our 'different by design' ethos delivers award-winning schemes that command the highest values and our Joint Venture success is based on the added value we bring to a development as well as our ability to successfully manage risk and the complex development process.

John Skok

Group Operations Director

Creating added value

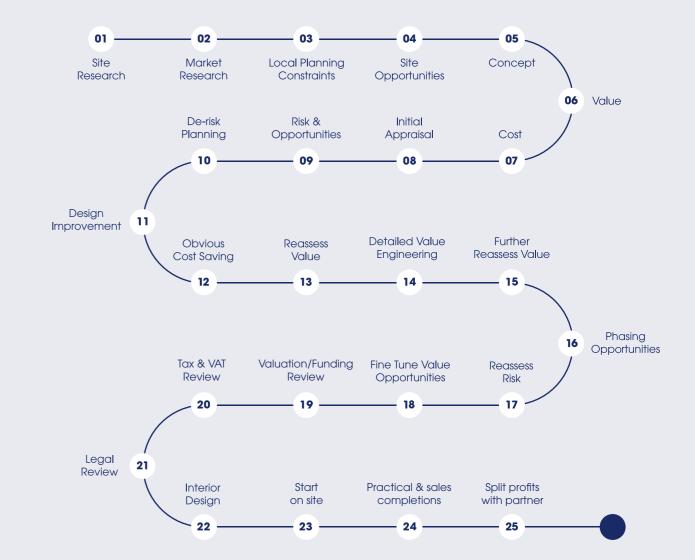
To create the most profitable development whilst managing risks means identifying the **Optimum Development Solution.**

To achieve this our experienced team of professionals carefully analyse and balance the many risks and opportunities throughout all stages of the development process.

This requires a continuous review processing focused on constantly reducing cost and risk, while improving profitability.



Optimum Development Solution





Risk Management

Acorn undertakes a robust assessment of all aspects of each opportunity, consulting with both internal and external professionals. All schemes are initially looked at by the regional team who examine deliverability and planning risk, construction costs and values. During this stage there are a series of processes designed to identify all risks and opportunities.

Our primary objective is to work with our partners' brief to drive maximum value for both parties whilst carefully managing risk.

Once the process is complete, a detailed information pack is passed to the Group Board and Acorn's various professional teams to assess all of the information provided. A further report is produced and once the scheme meets the appropriate criteria, it is approved.

Lastly, there is a third and final review prior to any purchase becoming unconditional. This involves a thorough re-examination of risk and ensures that the early assumptions made apply and that no legislative matters or other macro influences affect the decision to proceed.

Construction Risk

Excluding the cost of the land, construction represents the largest element of any development's cost.

The construction process is also fraught with both risk and opportunity and Acorn vigorously interrogates all elements of this. We undertake extensive due diligence on all our contractors and sub-contractors.

We invest a huge amount of time ensuring the right construction procurement route is identified, whether it be through our own direct construction arm or working with a suitable external contractor on a Fixed Price Design & Build contract.

To obtain the best possible construction prices, we operate a multiple stage tender process and carefully interrogate all prices to ensure that we obtain not only the best price, but realistic prices. We adopt the latest form of construction contracts, warranties and insurances. Furthermore, we employ only vetted professionals for each aspect of the process who at all times are monitored by Acorn's own experts to ensure best practice throughout.

Due Diligence





How we help our partners

Our extensive management team has a vast amount of experience delivering urban and rural residential and mixed-use projects. We appreciate and understand the complexities of delivering a successful development which compliments the local community.

Residential development at first glance seems simple but it is a complex process requiring teamwork throughout. With Acorn as your partner we can be relied upon to manage risk at every stage of the process.

Experienced project management skills are invaluable and can save a partner an unmeasurable number of management tasks from concept through to planning, budgets, funding, tax, pre-construction programme, construction, sales, marketing and aftercare. If any one of these processes or any of the many other stages are not dealt with correctly, a development can flounder and fail.

Analysis - Risk and Opportunity

 Thorough and detailed analysis of the marketplace, the site, the risks, opportunities and constraints allows us to prepare a detailed development strategy which will create the most suitable schemes and produce the most value

Implementation Plan

- Acquiring the site and overseeing the necessary legal review of contracts, conveyancing and Development Agreements
- Optimising the design and engineering value through examination of costs and revenue
- Preparing in depth financial analysis for every potential opportunity and risk
- Managing the planning process through to a successful approval whilst dealing with the many complex issues involved, such as listed buildings, right of light, right of way, demolition, decontamination issues, archaeology, boundary issues, Section 106 and Community Infrastructure Levy (CIL) Regulations

Pre-Construction

- Managing the detailed design and pre-construction process of the project
- Identifying the most effective construction procurement strategy and if appropriate, a main contractor, key sub-contractors, materials and professionals
- Examining all costs to ensure the best value is achieved



 Undertaking thorough technical reviews of a value and quality driven tender process to ensure all eventualities are considered and all risks avoided and mitigated

Construction

- Whether building directly or using external contractors, Acorn manages and monitors the construction process throughout whilst liaising with all parties, monitoring payments and ensuring construction budget is adhered to and targets are met
- External legal experts are brought on to draft and continually review all our construction documentation and follow best practice to ensure all parties are correctly protected
- Acorn carefully manages planning conditions and boundary matters during the construction process as well as scrutinising warranties and guarantees and operating a tracker which is strictly adhered to in order to protect all parties involved

The Acorn Brand

- Since our establishment in 1995, our brand awareness has soared and thanks to ongoing marketing campaigns, multiple award-wins and sales success, is well recognised across our regions of interest
- Our reputation is one of trust, prestige and high-quality. This in turn creates added value and

- results in our homes being sold at a premium price when compared to competitors
- Banks and valuers recognise the importance of our brand

Sales & Marketing

- The initial objective of a site is to create awareness and build a database. Early on in the life cycle of a site, this is primarily done through signage, web presence and social media. The outcome of this activity is monitored through Google Analytics and our CRM system
- During the 'coming soon' and 'live selling' phases
 of a development a multi-channel marketing plan
 is created in line with a predetermined budget.
 Activity is continuously reviewed to ensure optimum
 lead generation and conversion
- A suitable sales programme is agreed and sales strategy implemented. Our strong in-house sales team directly manage the sales process from reservation through to exchange and completion working with estate agency partners where applicable

Aftercare

 Delivering an Aftercare programme which covers warranties and guarantees while managing the ongoing buyer relationship throughout the process



Our people are our greatest asset

The Acorn team includes experienced professionals who cover all aspects of the development process and have the ability to safely take a scheme from inception through to sales and aftercare creating value, reducing risk and making cost savings throughout the process.

Our partners receive the highest levels of service and communication throughout the process while our team avidly investigate every opportunity presented within the partnership.

Our extensive range of in-house services include:

Acquisition and Joint Venture Arrangements

overseen by John Skok, Group Operations Director. Working closely with the regional land teams, John has over 30 years' experience of Joint Venture arrangements.

Funding and financial analysis headed by Melanie Omirou, Executive Group Managing Director and Rickard Eriksson FCCA, Finance Director. Funding and cashflow impact hugely on the profitability and deliverability of a scheme. We have relationships with numerous banks, funders, equity and mezzanine providers and we ensure that funding is managed in the most cost efficient manner. Rickard and the financial control team constantly monitor cashflows, budgets and all financial information. The finance team also manges the VAT processes associated with each development and examine any specific tax matters that may result due to the structure of a Joint Venture.

Design and Architectural team headed by Julian Hampson BA (Hons) DipArch RIBA, Group Design Director & Acorn Green Ambassador, Julian, who previously headed architectural teams at national developers, ensures the appointed architects perform appropriately and his overview of processes is invaluable.

Our Planning team and all external planners

managed by Duncan Powell BSc (Hons) MRTPI, Group Planning Director. Duncan works with the regional planning and land teams as well as all external planning consultants appointed to ensure positive outcomes are achieved.

The Commercial team headed by Dane Cummings BSc (Hons) MRICS, Head of Commercial Property, understands the complexities involved in achieving the maximum potential of a mixed-use site. By obtaining in-depth knowledge of the local area and community needs, the team continually work to innovate and challenge established thinking to create bespoke spaces where people want to live, work and play. With this knowledge we can ensure a profitable mixed-use development which results in a great return on investment.

Construction nationally is headed by Duncan Rothwell MRICS MCIOB, Group Commercial & Project Director. Each region and project has designated construction staff but as part of Acorn's monitoring and risk management processes, these are reviewed at Group level by Duncan Rothwell and all payments to contractors and sub-contractors are signed off first at regional level and then Group level. This absolutely crucial process ensures neither Acorn nor their partners are ever at risk of contractor or subcontractor defaults.

The Sales team nationally is headed by Kyla Campbell, Group Sales Director. Although there are sales teams in each region, Kyla oversees and audits regional processes and liaises closely with the regional teams to ensure best practices are maintained and that efficient sales teams are appointed both internally and externally.

The Marketing team is run by Danica Clements BA (Hons), Group Marketing Manager. She works with the regional sales teams, creates marketing plans appropriate to each site and is involved throughout the process to ensure optimum campaigns are designed and delivered.

In-House solicitor Marta Ochocka LLB (Hons) has extensive experience of Joint Venture arrangements which allows us to prepare comprehensive Heads of Terms. Marta also reviews all pertinent title matters, all necessary insurances and warranties and working with our construction team, reviews all arrangements with contractors, sub-contractors and professionals.

The regional aftercare teams ensure

the best possible aftercare standards and services are maintained. Aftercare is a hugely underestimated part of development and repercussions of poor aftercare or poor planning for aftercare and warranties can be extremely serious.

In addition to the above we have teams of administrative and accounts staff to support the smooth running of each development.





Melanie Omirou



BA (Hons) DipArch, RIBA



BSc (Hons) MRTPI



Dane Cummings BSc (Hons) MRICS





Kyla Campbell



Danica Clements BA (Hons)



MRICS MCIOB



Marta Ochocka LLB Hons

Sustainability & Acorn

What it all means...

What is Acorn Green?

Acorn Green represents our commitment to the implementation of the best possible design and technologies to further drive down the carbon footprint of our homes, moving towards long-term sustainable housing in communities.

Each of our developments is individual and intelligently designed and built to the highest quality. Our bespoke approach to the creation of new homes and communities means that we must take the same holistic approach to sustainability - a 'one size fits all' approach just won't work for us especially where our schemes revolve around the reuse of existing buildings.

Our journey to zero carbon

- Operationally as a business, Acorn will be certified carbon neutral by the end of 2022
- All new homes with planning granted after summer 2023 will be operationally zero carbon

Our Vision

Acorn Green represents our unique holistic approach to carbon reduction and our commitment to creating inspiring new communities which fulfil the current and future needs of our residents whilst respecting and protecting our environment.

Acorn's sustainability commitments:

Befitting our buyers, our Acorn Green commitments reduce energy costs and make our properties more sustainable, as future energy requirements for homes make older properties less attractive, more expensive to run, and often unavailable for letting purposes without a considerable investment in insulation improvements.

We are fully committed to driving a more sustainable and green future all across our business. As part of this, we pledge:

- All new new-build houses constructed from August 2023 must have an EPC rating of A
- Acorn will no longer use gas in new homes on the commencement of new developments from August 2023 with heat instead being supplied by a heat pump (air / ground / water)
- To commit to comprehensive tree and shrub planting to help with carbon offsetting, provide enhanced landscaping and increase biodiversity
- All landscaping must be bee friendly and peat free to help with carbon reduction
- To continue to offset our operational carbon emissions through our partnership with natural solutions consultancy, Wanderlands

In addition to these commitments, wherever possible Acorn developments must include:



Underfloor heating (zoned where possible)

SuDS

*Battery offered as a sales extra



All houses to include PV panels and batteries* for energy storage



Smart home automation



Encourage wildlife through elements like hedgehog tunnels and bee bricks



Sustainable urban Drainage Systems



efficiency



facilities



Recycling bins designed into each kitchen



Case Studies

The Old Printworks, Frome
Brooks Dye Works, Bristol
The Links, Rest Bay
The Liner, Falmouth
Hope House, Bath
Cubis Bruton, Bruton
Trilogy, London SE1
Cottrell Gardens, Vale of Glamorgan
Valentine SE1, London
Crantock Bay Apartments, Cornwall
Waterloo Campus, Ufford Street SE1
Highway Studios, Streatham SW16
Tregony, Truro



The Old Printworks, Frome

The Old Printworks in Frome is a collection of one-hundred and fifty-nine, 1 to 4-bedroom apartments and houses at the former Butler, Tanner & Dennis site, one of Britain's foremost colour printers.

This Joint Venture with Landowner London & County, an experienced property investor, is an excellent example of how working in partnership with Acorn allowed the Landowner to maximise their return from the land.

In this case, the Landowner had obtained planning permission and wished to sell the site but couldn't obtain what they believed was fair value. They entered into a development agreement with us where we guaranteed a minimum land price, which matched their expectations as well as a share of the profit.

By working together, the Landowner passed the development risk to Acorn where we achieved improved planning permission with the result being an award-winning, sustainable new neighbourhood. The development has been sympathetically designed to complement its natural surroundings and incorporate new riverside walks along the River Frome.

The bespoke homes offer superb contemporary living with a high-quality specification and sustainable design. Features include the use of eco stock bricks which are manufactured using the latest technology in sustainability and production efficiency, triple glazed windows and doors, communal electric car charging and new bat and bird boxes to protect and enhance existing wildlife.

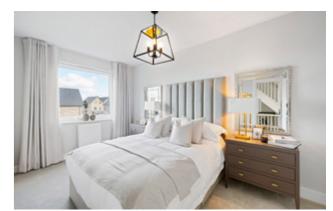
Through this strong working relationship with the Landowner, we are building an exceptional scheme and obtaining the best possible prices for the completed units, which will hugely increase London & County's total return.







Show Home Living Area



Show Home Bedroom





Brooks Dye Works, Bristol

Brooks Dye Works is a successful regeneration project that was completed in partnership with London based housebuilder, Galliard Homes, and property investment company, Folland Ltd.

The historic site which was formerly a laundry and dye works had lay vacant and closed off for more than 10 years due to the complexity of the scheme.

As soon as we were brought on as developers, we achieved improved planning permission. The £40 million redevelopment provided one-hundred and five 1 to 4-bedroom contemporary new homes centred around the factory's iconic nineteenth-century chimney in the vibrant Bristol neighbourhood of St Werburghs.

With sustainability in mind, the homes at Brooks Dye Works feature a timber frame construction which is a renewable material offering great insulation, as well as a sustainable drainage system (SuDS) to provide a natural approach to managing drainage through permeable surfaces and wildflower planting

to improve the natural eco-system. Our fabric-first approach ensures we maximise the performance of the building before further enhancing sustainability using systems aimed at reducing carbon footprint and lowering energy bills, something that is crucial to our customers.

This industrial site also benefitted the local community through new areas of parkland and pedestrian links as well as bringing purpose-built family homes to the area which had become very apartment and conversion heavy, so those in need of more space now have an option that allows them to stay in the area.

Through our hard work, the Landowner secured not only a fixed land price but also a profit share of the development, which in total was significantly more than the Landowner's original anticipated return.



The Links, Rest Bay

Standing proudly overlooking Rest Bay, South Wales's top surfing beach, The Links, although full of potential; was a site that carried a huge amount of risk. The Landowner had been trying to sell the site for many years and had agreed to several sales all of which were cancelled as the complexities of the site became apparent. The bespoke nature of the build proved too much for smaller developers and not standard enough for the larger PLC housebuilders.

With a 50% conversion element of a Victorian Grade-Il listed building and no local comparable evidence of resale values, the site needed a bespoke developer with vision and experience in complex schemes. If our team at Acorn had not been prepared to take on the risk, it is unlikely this site would have been developed at all.

Due to our experience of working with brownfield sites, the Landowner and Joint Venture partner, Mayo Property Development Limited trusted Acorn to bring this site to life as we explored every avenue on how to improve the existing planning. This process brought an extra 6,000sqft of the building into residential use by utilising roof space and reducing the large amount of communal space which were mainly corridors.

The Links has been designed with careful consideration given to the significance of how the historical and new build elements sit within this dramatic landscape, enhancing original features and sensitively balancing conservation with contemporary interventions. The design of the new build element makes

architectural reference to the historic building and creates a sensitive contrast between old and new.

Heritage features within the historic building such as intricate detailing, original doors, roof trusses and purlins have been preserved and exposed to enhance the character of each apartment. Where possible, roof voids have been used with stunning mezzanine level accommodation and roof glazing to provide dramatic double-height spaces.

Our dedicated sales team also worked hard to support the scheme in the initial stages as they built up a large database of sales enquiries which was then used to adapt the mix of apartments based on the feedback received by potential purchasers.

Through our knowledge, experience, and strong relationship with the Landowner, we could guarantee a fixed land price which secured a good return as well as a share of the profit with Mayo Property Development Limited.

The result was that the Landowner secured a sum which was more than the original anticipated land sale price that for many years had seemed unachievable until this partnership.









Living Space at The Links

Aerial View



Views from The Liner



Master Bedroom at The Liner





The Liner, Falmouth

Boasting uninterrupted south-facing sea views over the award-winning Gyllyngvase Beach, The Liner is a collection of fifty-two beachfront apartments and penthouses.

In partnership with the local owner of the renowned St Michaels Resort, which sits adjacent to the site, The Liner offers the very best in contemporary coastal living thanks to its striking design and high specification.

Acorn has a wealth of experience in selling unique properties across Cornwall, in a manner that maximises values and with an extensive database of interested parties, the homes at The Liner were in extremely high-demand and sold out off-plan.

Despite the popularity of the site, there were still challenges to overcome and this is where our partner recognised the need for an experienced developer to manage and take on the risks involved.

Once Acorn were brought on as partners, we used our relationship with the local planning team as well as our skills, knowledge and experience to tackle the complex local planning issues the site faced. While successfully navigating the complexities of the system to secure the best outcome for both parties, further complications arose when the build programme took place throughout the pandemic. This brought uncertainty and risk however, Acorn worked tirelessly and brought in industry-leading social distancing mechanisms resulting in The Liner being one of the few sites to remain fully open, giving our partner reassurance and peace of mind.

What's more, through our ongoing and rigorous review process, there became a clear need to revise the commercial areas of the scheme and partly replace with additional dwellings and so, thanks to Acorn's flexible approach, changes were made throughout the build programme, which further maximised profits for our partner.

As a result of the above, a significantly higher land value was achieved as well as our partner's pride in backing a local developer to build such a landmark building.

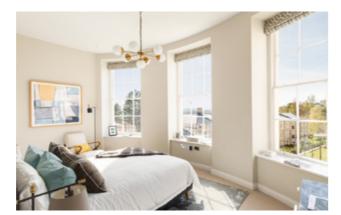
Hope House, Bath

The city of Bath is a designated UNESCO World Heritage site. Working in partnership with Galliard Homes, we had the opportunity to develop the landmark Grade II listed property Hope House, a former girls' school set in 6 acres. The city of Bath is a designated UNESCO World Heritage site which presented specific and complex planning issues.

Protecting heritage, ensuring sustainability, and complementing the beautiful Georgian history of the Bath landscape, was extremely challenging.

Our team at Acorn obtained planning approval for fifty-eight apartments and houses set in the beautiful parkland of the original site which maximised value through tireless attention to detail in the design and planning process.





Typical Bedroom at Hope House



Living Area at Hope House







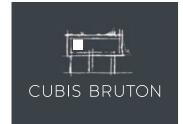
Aerial View



Living Area at Cubis Bruton



Show Home at Cubis Bruton





Cubis Bruton, Bruton

Bruton is an idyllic and beautiful town which is famous for its love of modern architecture and modern art. We were approached by a local architect and local sculptor with their vision of creating a unique and modern housing scheme.

Acorn embraced this unique opportunity and by working with the local Landowners and community, we successfully achieved planning permission at local committee level for fifty-six strikingly modern houses.

The Architect and the Landowner will receive a profit share and both have retained a plot of land on which we will build their respective homes.

With phase one now complete, Acorn has successfully delivered this exciting vision and is now working to deliver the second phase of homes.

ACORN PARTNERSHIPS







Trilogy SE1, London

Trilogy SE1 required a sensitive and experienced partner to unlock a historic and complex inner-city site that faced challenging planning and construction constraints. Trinity House, a charitable trust, wished to develop a redundant part of their estate and wanted to secure protection from development risk and also to obtain a commitment from their chosen development partner to deliver an exemplary product whilst working with the local communities at all stages of the development process. Our team worked closely with Trinity's solicitors to create a

development agreement and land valuation mechanism that transparently gave Trinity the best value and demonstrated this to the Charity Board and the Charity Commission. Future protection from enfranchisement and quality of construction were also key issues which needed to be delivered in the agreement.

To achieve all these needs, we agreed on a complex, retrospective, residual land valuation and development agreement which met all the Landowner's needs.

Testimonial

We were delighted when planning permission was successfully obtained, the fact that it was achieved on programme reflects the considerable efforts Acorn put into community engagement, consideration of our requirements and constraints, and the outstanding design.

Since then, Acorn have fully engaged with us and the contractors ensuring clear understanding between all parties. The team have also worked hard to avoid problems and overcome the unforeseeable. As a charity taking on a project of this nature, it has been of real benefit working with such diligent and forward-looking developers who have assumed the risk of the project and allowed the charity to maintain and benefit from its investment property holdings.

This development will invigorate Trinity Village and will bolster the sustainability and growth of the Trinity House Maritime Charity's work in support of maritime benevolence, education and safety at sea.

GP Hockley

Commander Royal Navy Secretary to The Corporation of Trinity House



2



Cottrell Gardens, Vale of Glamorgan

Located in the charming village of Bonvilston, Cottrell Gardens is a bespoke collection of 2 to 5 bedroom homes which overlooks the award-winning Cottrell Park Golf Course.

Acorn's Cardiff office was selected by the owners of the Golf Course to assist with the promotion and development of the land. Due to being in a sensitive area the scheme required a bespoke and considered approach and so it was important that a trusted and experienced developer was brought on board.

Acorn secured planning permission for 120 houses over two phases after negotiating a complex Section 106 requirement and navigating through local highway and utility issues. It was imperative that the development appealed to both the Cardiff commuter buyers but also the local community.





Bedroom at Cottrell Gardens



Kitchen at Cottrell Gardens



Living Space at Cottrell Gardens



Valentine SE1, London

Valentine SE1 is a perfect example of the benefits to a Landowner of working with us. The Landowner tried in vain to sell the land with existing planning permission at £2.1m but the best offer they received was £1.5m.

For this prime SE1 location, Acorn obtained enhanced planning permission for six additional apartments plus a redesign of the commercial floorspace both actions which helped to increase the site's potential and profitability.

Acorn managed the funding, construction of the nineteen, 1, 2 and 3 bedroom apartments and the sales process including the letting of the commercial unit to Sainsbury's and the sale of the investment to a fund.

The result is a development with light and spacious apartments, floor-to-ceiling glazing and generous outdoor space carefully located for views and sunlight.

We added significant value whilst underwriting the sale price which resulted in hugely increasing the Landowner's total return. By entering the Joint Venture with a deferred land payment, we guaranteed a price of £2.1m and added a profit share resulting in the Landowner achieving £6.1m.



Waterloo Campus, Ufford Street - SE1

Lewisham Southwark College (LeSoCo) wished to build and modernise its premises at Waterloo. To do so, they needed to sell part of the site, but for construction purposes and cash flow, they required a large deposit. They also needed to retain possession of the land they were selling during the construction process. We entered into an agreement with LeSoCo which secured and released a large deposit and after completion allowed LeSoCo to occupy the site until the works to their adjoining land had finished. Although there was no profit share, this is a perfect example of Acorn meeting the needs of a Landowner through a bespoke purchase structure.

Testimonial

Lewisham Southwark College is pleased to have sold a parcel of adjoining land to Acorn and it's been a surprising relief to have experienced such productive working relationships with Acorn.

Not only did Acorn pay a good price but they showed a flexible and collaborative approach as we managed our adjoining development projects. We have enjoyed a remarkable level of mutual trust to the benefit of both our organisations.

Stephen Lawes

Vice Principal Estates Strategy, Lewisham Southwark College





Highview Studios, Streatham SW16

Highview, Leigham Vale in Streatham was a mixed-use building held as a long term investment. We entered into a profit share arrangement with the Freeholder and obtained planning to convert vacant shops to create six residential units and to examine potential rooftop development. By working in partnership with Freehold investors, Acorn used their resources to create additional value from their investment.



Tregony, Truro

The Diocese of Truro owns 2,000 acres of land in 247 parcels, ranging from car parks and play areas to gardens, commercial property, and agricultural land. We have been appointed to review the portfolio and advise the Diocese on which land to bring forward for development.

Our team will provide a comprehensive analysis of the entire portfolio identifying all opportunities for development whatever the use, creating the maximum potential value for the Diocese. We have identified the first opportunity and agreed to promote housing a 7-acre greenfield site on the edge of a small village in South Cornwall.

Sites in the portfolio will be identified for both development by Acorn directly or for onward sale to PLC housebuilders, smaller local builders, individual homeowners or commercial developers and occupiers.



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