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Archbishop's Palace Conservation Trust

The Business Plan



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The APCT is a Charitable Incorporated Organisation, Charity registration number 1173486

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Cover illustration: Otford Palace in the 16th Century by Rob Sherratt

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1. Introduction

The site of Archbishop's Palace in Otford, Kent, dates back to 821 but it was in 1515 that Archbishop Warham built one of the largest palaces in England, comparable in size to Hampton Court. In the 17th Century, the buildings fell into disrepair and now all that remains is part of the North Range - the North West corner tower, part of the Northern Gatehouse and connecting wall which has been turned into a row of three small cottages. The site, the Tower and the gatehouse are currently owned by Sevenoaks District Council and are the subject of an options appraisal to make recommendations as to their future.

The local community would like to see this significant historical building conserved and developed as a focal point for the Darent Valley community. To that end, a Charitable Incorporated Organisation - The Archbishop's Palace Conservation Trust (APCT) - has been established (Registration number 1173486), initially to enter into discussions with the Council and the consultants carrying out the Options Appraisal, to persuade the Council to transfer or lease the property to the Trust, and then to operate it as a self-sustaining community resource.

This document demonstrates the feasibility of that proposal. It sets out a plan for the conservation process and the first two years of its self-sustaining operation. It covers the period from inheriting an empty shell into restoring the buildings into a heritage landmark for the region and creating a self-sustaining hub for the discovery of the Darent Valley, the Tudor period and the role of the Archbishop's Palace.

As with all business plans, this is an evolving document that is continually being revised to reflect changing circumstances.



Figure 1: The NW tower from the West

2. The Archbishop's Palace

2.1 A heritage landmark

The historic environment of the Palace buildings and its grounds in Otford constitute our common heritage. Here is a brief history ¹:

821 This land was first gifted to the Archbishop Wulfred by Offa, King of Mercia. A large moated manor house was built here and enlarged over the next 600 years by 52 subsequent archbishops.

Those who came, lived or visited here include:

1066 William the Conqueror recuperated at *The Ruined tower* during his march on London

1162 – 1170 Thomas a Becket, it is said, particularly liked staying at Otford.

1315 The chapel (18 metres long) was built in the Decorated style with 'a lavish interior'

1348 Edward III brought his whole court here to spend Christmas away from the Plague in London.

1382 The Great Hall (31 metres long and 12 metres wide) was built to seat 200 at dinner

1500 The Court roll stated that Otford was '*one of the grandest houses in England*'

1515 Archbishop Warham built one of the largest palaces in England covering 1.16ha (about 4 acres), comparable in size to Hampton Court.

1518 Erasmus and Holbein were regular guests

1520 Henry VIII and Katherine of Aragon stayed here en route to the Field of Cloth of Gold

1532 Princess (later Queen) Mary stayed here over two summers.

1534 Archbishop Cranmer began work on his *Book of Common Prayer* at the palace.

1537 Henry VIII became its owner and spent lavishly on it. However, in time, he decided that he preferred Knole a few miles away in Sevenoaks, because it was less damp away from the River Darent.

1547 After Henry's death, the Palace fell gradually into disrepair until, by the 17th Century it was largely a ruin.

Now all that remains is part of the North Range - the North West corner tower, part of the Northern Gatehouse and connecting wall which was turned into a row of three small cottages. There are further remains on private land, and a section of the boundary wall can be seen in Bubblestone Road - which was previously the site of the Palace moat.

¹ More detailed accounts can be found in (a) Clarke, D, and Stoyel, A. (1975) *Otford in Kent: a history*. Otford and District Historical Society. Otford. ISBN 0-9503963-0-3 and (b) Philp. B (1984) *Excavations in the Darent Valley, Kent*. Kent Archeological Rescue Unit, Dover. ISBN 0-9502129-7-0.

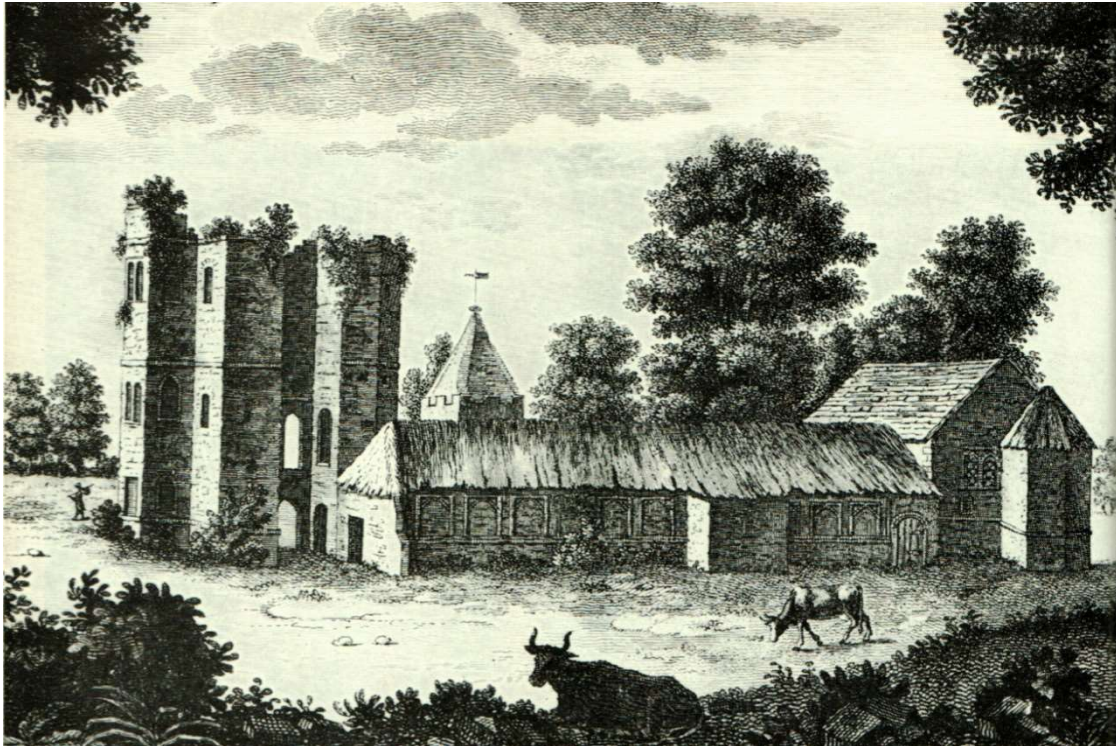


Figure 2: The view of the Palace from the South West in the 18th Century, from an engraving by I. Bayly

By the early 1900s, the Palace and its grounds was in the ownership of Castle Farm and in July 1935 the site and the buildings were transferred to Sevenoaks Rural District Council (now Sevenoaks District Council - SDC). In the early 1960's following a period of extensive repair work (using cement instead of traditional mortar) the site remained un-touched until 2015 when, following much-publicised masonry falls, Sevenoaks District Council eventually carried out extensive repairs to prevent any further deterioration. These works were completed in 2017.



Figure 3: The view from the South after the first phase of repairs in 2016

Otford itself is a Heritage Village dating back to Roman times with many listed buildings, including the only duck pond in the country with listed status!

With this demonstrable long history, Otford Palace which is designated as an Ancient monument is unquestionably a Heritage site of National significance.

2.2 Location

The Heritage Village of Otford is in the centre of the Darent Valley in a designated area of outstanding natural beauty.

The Archbishop's Palace and grounds lie a short distance from Otford Village Centre.

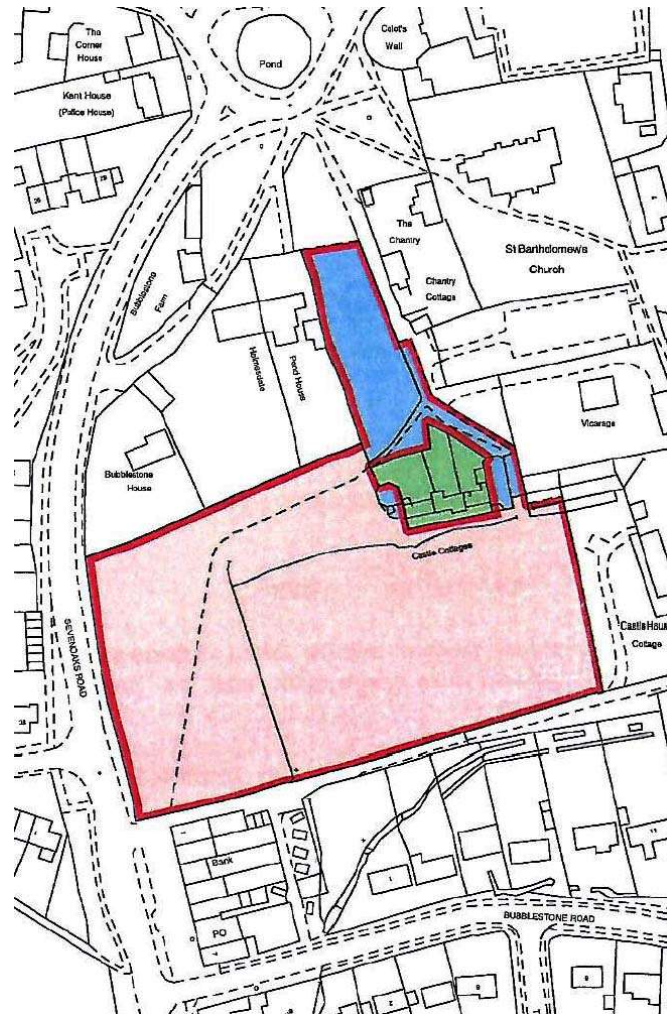


Figure 4: The location of the Archbishop's Palace in Otford.

The remains of the Southern buildings lie under a 1970s housing development.

As the map from Historic England (below) illustrates, the overall extent of the scheduled site extends well beyond the remaining Palace buildings.

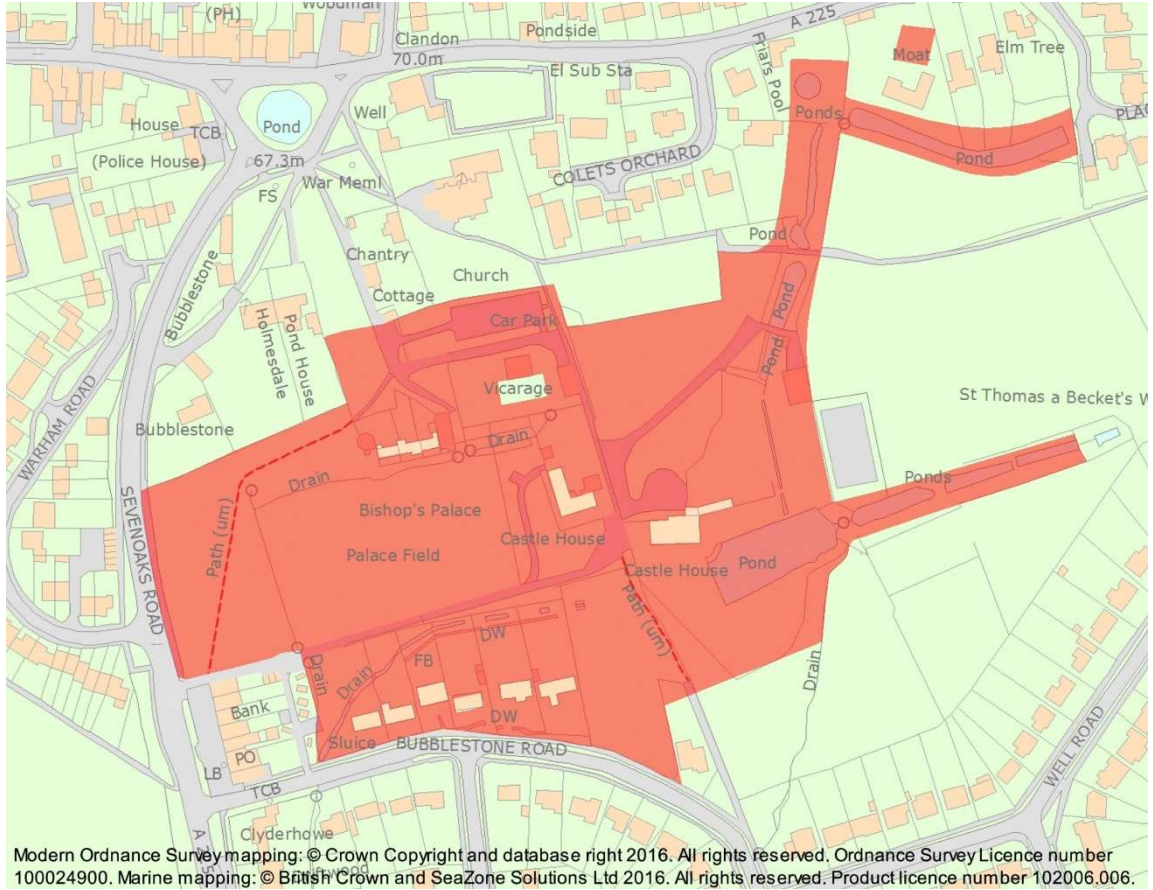


Figure 5: Historic England map of the scheduled site.



Figure 6: Existing elevations (Thomas Ford)



Figure 7: The Darent Valley

3. Mission and objectives

- I. Subject to the assent of Historic England and with the agreement of Sevenoaks District Council, to have the freedom to maintain and develop the Palace buildings and their grounds.
- II. To assemble the talents, finance and management skills to build and manage a self-sustaining centre for the dissemination of knowledge about our Tudor and our Valley's heritage.
- III. To develop a lasting heritage landmark within the Sevenoaks region.

3.1 Becoming a hub

The location of the Palace is a natural starting point for exploration of the valley and the surrounding region. It is located at the intersection of the two major valley routes, the north-south A225 and the east-west Pilgrims Way, the ancient route to Winchester.

Over the coming five years, the Darent Valley Landscape Partnership, supported by significant Lottery funding, will seek to enhance the profile and visibility of the valley's major heritage and landscape assets. By maintaining and enhancing this famous heritage site we can develop it as a high quality interpretation centre, or gateway, to discovering the landscape of the Darent Valley. Providing public access to such an historic building will therefore be of positive benefit and further its aim to continue as one of the valley's major heritage sites.

Our vision is that the Archbishop's Palace can provide the hub for the discovery of the Darent Valley and its heritage.

The Sevenoaks District Local Plan (currently in its initial consultation phase) notes that "The District is already a popular tourism destination due to the attractive environment, historic towns and villages, and nationally recognised historic estates." The Plan considers the adoption of a policy "to protect, support and encourage tourism, businesses, visitor accommodation and visitor attractions, including heritage assets." This proposal speaks directly to that aspiration.

3.2 For education about the Valley

If floors are permitted to be re-introduced into the tower, part of this historic building can be utilised as a repository and library of reference knowledge on the valley's history and heritage. Many of our Darent villages have already collected historical assets, papers and photos of local historical interest. This disseminated knowledge can now be correlated, digitised and centralised and made available for reference and study.

One floor is intended as a full re-creation of a Tudor room and, it is hoped, subject to our proposed link with Hampton Court Palace, to hold regular Tudor fashion and other period exhibitions within it (whenever possible linking with the school syllabus).

We believe that the centre will become a familiar venue and learning experience for many of our schools. Educational projects will be tailored to meet the requirements of the curricular. It is hoped that the gatehouse may be utilised for this purpose as a secure study centre, lecture-room, and base for these parties.

Using the expanse of the courtyard space outside, there are many opportunities for period-themed events: historical re-enactment groups, Son-et-Lumiere performances

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country fairs and feasts within a running programme of events, tailored for school holidays.

3.3 For the discovery of the heritage of the Darent Valley

Subject to approval, it is intended that the ground-floor of the tower provide visitors with an exciting adventure of discovery into the valley's current heritage sites. Here are detailed, scale models and artist's impressions of all the historical buildings within the valley. They reveal to the visitor the worlds in which our ancestors once lived when these iconic places were newly built.

The first floor will be a recreation of a Tudor room, while the second floor will be devoted to the English Book of Common Prayer, much of which was written at the Palace.

3.4 Specific objectives

Realising this mission will take many years the project therefore divided into a number of overlapping phases each with specific objectives. In summary these five phases are:

1. Planning (§6). By 31st October 2017, to:
 - Establish the Archbishops Palace Conservation Trust as a legal entity;
 - Gain the support of a significant number of Otford residents;
 - To develop the vision for the Archbishop's Palace
 - Present our case to SDC
 - Secure seed funding for this phase.
2. Community involvement (§7). By 31st March 2018 to:
 - Enter into negotiations with Sevenoaks District Council for the lease or transfer of the site and buildings;
 - Excite the curiosity and gain the support of the community along the Darent Valley;
 - Liaison with other heritage sites in the Darent Valley and seek opportunities for collaboration.
 - Draw up detailed, costed plans for the development of the Archbishop's Palace
 - Identify potential sources of funding and develop proposals;
 - Secure an interim tranche of funding.
3. Construction (§8). By December 2019 to:
 - Install fenestration and doors, and start the gradual process of drying out the Tower.
 - Secure the remainder of the funding required for the construction and creation of the Centre (Phase 4);
 - Carry out the development of the Archbishop's Palace as a visitor centre for Otford and the Darent Valley;
4. Developing the centre (§9). By Easter 2020 to
 - Fit out the building as a Visitor Centre;
 - Create the graphics, models and other artefacts;
 - Negotiate arrangements for promoting other visitor attractions in the Darent Valley;

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- Marketing;
 - Recruit staff to run the Centre;
 - Continue fund-raising to underwrite operations for the first two years.
5. Operations (§10). From Easter 2020 to:
- Open the Visitor Centre;
 - Market the Centre to the wider community and businesses;
 - Develop strong contacts with schools
 - Move from external funding to self-sustaining operation using revenue from visitors, retail sales and events;
 - Succession planning for trustees and key officers.

The first two of these phases are described in detail. Inevitably, as the time horizon moves into the third and remaining phases, the details are less specific and the timescale and budgets rely more on estimates.

5. Strengths, weaknesses, opportunities and threats

<p>Strengths:</p> <ul style="list-style-type: none"> a. The Palace is a National Heritage landmark b. Its provenance stretches back to 850AD c. It is an iconic site of the Village and the Valley d. The Palace plays a central role in our village. It lends character to the area and has deep-seated associations and community pride for local residents and the community. e. This is an initiative from the community, for the community and is strongly supported by the Community. f. The project has strong support from other visitor attractions in the Darent Valley. g. Secures access to the Tower for the community and visitors. h. The Trust will have the active guidance and support from the Prince's Trust. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> a. There is currently no certainty that the Sevenoaks District Council will agree to transfer the site and buildings to the stewardship of the Trust. b. The project relies on external funding for at least three years. c. The Trust has no proven track record d. Supporting development will be required to generate revenue for the first years of operation.
<p>Opportunities:</p> <ul style="list-style-type: none"> a. Sevenoaks District Council has said that it wishes to dispose of the freehold to the site and buildings. b. Regeneration will reinforce the sense of community c. The re-interpretation of this site can make an important contribution to the local economy d. Restoration means re-vitalisation; the Tower's regeneration can act as a catalyst to further improvements to the whole village. e. The effects of Heritage-led regeneration will ripple outward to the benefit of nearby neighbourhoods. f. The public will gain a new level of interest and understanding of our area 	<p>Threats:</p> <ul style="list-style-type: none"> a. Leaving the site as it stands at present presents a minimal financial outlay to the District Authority. b. Other opportunities (eg, a bid from the Landmark Trust or the Vivat Trust) may appear as more easily achieved and be perceived as a lower risk option by the Local Authority. c. There will be inevitable resistance to change by some in the local community d. Increased visitor numbers are associated with an increase in local traffic. e. The search for all parts of the required funding may be unsuccessful. f. The supporting development needed to generate additional revenue may be unattainable. g. Vandalism and Theft

Table 2: SWOT analysis

6. Phase I: Initial planning

The initial planning phase coincided with the SDC Options Appraisal and the second phase of repairs to the fabric of the Tower undertaken by SDC. At the time of writing this version of the Business Plan the Phase I activities were complete.

6.1 Objectives

- To establish the Archbishops Palace Conservation Trust as a legal entity;
- To gain the support of a significant number of Otford residents;
- To develop the vision for the Archbishop's Palace
- To present our case to SDC
- To secure sufficient seed funding for this phase.

6.2 The Archbishops Palace Conservation Trust

After taking advice from those funding heritage conservation projects and from legal experts, the Archbishop's Palace Conservation Trust has been established as a Charitable Incorporated Organisation.

The Objects of the CIO are:

- To manage for the public benefit, as freeholder, leaseholder, or licensee, the ancient building known as the Archbishop's Palace in Otford, Kent and its adjacent land, and such other properties in the Darent Valley as may be convenient, for educational and community purposes. specifically:
- To conserve and develop the site and its buildings into a heritage landmark for the greater benefit of the community
- To manage the site and its buildings as a self-sustaining centre for the dissemination of knowledge about the Archbishop's Palace, the Tudor period and the heritage and history of the Darent Valley
- To raise funds and engage in trade so as to achieve these objects.

The Founding Trustees have been carefully selected to ensure that, collectively they bring the range of competences that will be necessary for the effective and efficient operation of this challenging project.

- Nicholas John Rushby (Secretary and treasurer)
- Keith Lawrey (Legal adviser)
- John Edwards-Winser (Liaison with SDC and Otford Parish Council)
- Jon Verrall (Chairman and Buildings)
- Andrew Goymer (oversight and constructive challenge)

The trustees will be supported by an advisory board comprising:

- Sir Michael Bett, Ambassador
- William Alexander, Ambassador
- A mentor from BRICK, the Prince's Regeneration Trust
- John Bailey, Architect
- Rick Bayne, Darent Valley Partnership
- David Boston, Museum curator
- Rob Sherratt, Historic Artist

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- Laura Shield, St Michael's Preparatory School
- Cliff Ward, Otford Palace historian
- Ed Thompson, Archivist
- Phil Clucas, Designer
- Gary Carvosso, Horticulturalist
- Irene Roy

A copy of the Archbishop's Palace Conservation Trust constitution can be found in Appendix A. The Trust is a registered charity, number 1173486.

6.3 Community support

In its meeting of 9th January, The Otford Parish Council formally supported the creation of such a trust and indicated that they do not wish to take on responsibility for the Palace site or its buildings themselves.

A public meeting in Otford was held on Saturday 21st January and was widely advertised in the media, local newsletters and posters.

- A presentation on present status of the Archbishop's Palace, the repair work scheduled for 2017, the role of Sevenoaks District Council and the Options Appraisal process.
- The reasons for the formation of the OTPT as a COI 'The safe pair of hands'
- The APCT proposals and the perceived benefits.
- Questions from the audience.
- To ask whether those present support the principle of these proposals?
- How do we keep the community in touch?

A vote was taken at the end of the meeting and an overwhelming majority (70 for: 2 abstentions) voted for the creation of a Charitable Trust to represent the Otford community in any future discussions with Sevenoaks District Council as regards the Palace site and buildings.



Figure 13: The display stand

The Trust mounted a display at the Otford Meeting of Electors on 3rd April 2017 and at the Otford village Fete on Monday 29th May. Subsequently, the display moved to Otford Public Library and then to Sevenoaks Library.

6.4 Developing the vision

Section 4 sets out the vision for the future of the Archbishop's Palace that has been developed over the past year.

6.5 The Options Appraisal

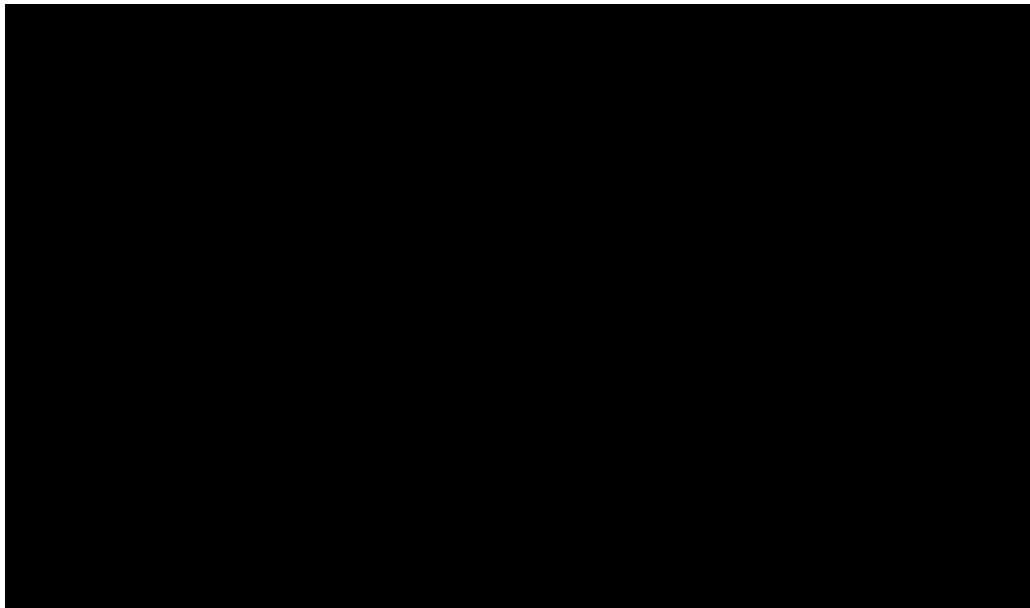
Sevenoaks District Council (SDC) has received a grant from Historic England for an appraisal of the options for the future of the Archbishop's Palace. The contract for this work has been awarded to Thomas Ford & Partners who have been overseeing the repairs to the Tower in 2016 and 2017. A key feature of the appraisal is in-depth consultation with interested parties.

It is not clear what options will be considered in the study but the APCT continues to press the case for the site and buildings to be conserved and developed as a focal point for the Darent Valley community. We seek to persuade the Council to transfer or lease the property to the Trust who will then operate it as a self-sustaining community resource.

SDC initially expected that work would start on the Options Appraisal in January 2017 and would last for six months. The report would then be considered by Council members before a decision is made in late 2017. However, the delivery of the report is currently about four months late and so it is unlikely that a decision will be forthcoming before Spring 2018.

6.6 Funding

The funding required for this first phase was modest. We estimated that about £1,000 will be required to cover such things as printing, the hire of the Village Hall for one or more public meetings, internet domains and website development, and subscriptions to associations that support heritage conservation. In practice, the estimate was low by about 19%.



A local company has donated £950 and has pledged a further £500. This, together with small-scale fund raising has given us funds to continue into the second phase.

7. Phase II: Community involvement

November 2017 to March 2018.

7.1 Objectives

- Enter into negotiations with Sevenoaks District Council for the lease or transfer of the site and buildings;
- Excite the curiosity and gain the support of the community along the Darent Valley;
- Liaison with other heritage sites in the Darent Valley and seek opportunities for collaboration.
- Draw up detailed, costed plans for the development of the Archbishop's Palace
- Identify potential sources of funding and develop proposals;
- Secure an interim tranche of funding.

7.2 Securing the Archbishop's Palace

This is crucial to the Project. Our vision for the future of the Archbishop's Palace is dependent on the decision of Sevenoaks District Council to transfer or lease the site and the buildings to the Trust so that we can fulfil our mission to develop it for the benefit of the local community.

Key to this decision is the support of the local community - of Otford and more widely throughout the Darent Valley - for our plans, and communicating that support both to the consultants carrying out the Options Appraisal and to the Members of Sevenoaks District Council who will make that decision towards the end of 2017.

We shall also enlist the support of Kent County Council, the Province of Canterbury, Historic England and other bodies that can bring their influence to bear upon the decision. This work started in September 2017 towards the end of Phase I.

7.3 Marketing

We now need to promote and inform the community of our vision of the Archbishop's Palace under the management of the Trust. This will involve several target groups,

7.3.1 The Broader community

Our aim will be to convince the broader community of the benefits of our plans and then to mobilise the community in support of our plans. This we will do via speaking opportunities press, local radio social media and a travelling exhibition. We will also lobby their representatives at district, county and national level.

The process started, with the public meeting on 21st January 2017. At this event and at other speaking opportunities we encouraged people to sign up with their email addresses to receive our newsletters and other communications. There is an active website (www.otfordpalace.org) which is regularly updated so that it does not go stale.

However previous experience (with the Otford Village Society) indicates that the particular demographics of Otford mean there is a significant proportion of the

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community that is either unwilling or unable to use the internet on a regular basis. To reach out to these people we will continue to use posters, word of mouth, the local media and exhibitions.

The campaign will be timed to peak as the Options Appraisal report is published, with members of the community being encouraged to write to their district and country councillors in support of the Trust's plan.

We shall seek opportunities to present our vision and plan to the other communities along the Darent Valley, working through the parish councils, village societies and other groups.

7.3.2 Political

- SDC members
- Kent County Council
- Members of Parliament

While the decision on the future of the Palace will be made by the members of Sevenoaks District Council, they will be influenced by the views and comments from County Councillors and Members of Parliament.

We have included two advisors with the role of being our ambassadors:

- Sir Michael Bett, Michael is a prominent Otford resident who lives close to the Palace. Following a succession of senior personnel and industrial relations appointments (GEC, BBC and BT), he became Managing Director of BTUK and then Deputy Chairman and non-executive of BT until his retirement in 1996. Sir Michael spent five years as First Civil Service Commissioner (1995-2000) and has chaired a number of national enquiries and arbitration. In 1990, Sir Michael was awarded a CBE for services to telecommunications and received a knighthood in 1995. From 2004-11, he was Chancellor of Aston University.
- William Alexander is a former High Sheriff of Kent and is now a Kent Ambassador. The Kent Ambassadors are a grouping of highly successful and experienced people who either live or work in Kent and who have come together, by invitation, in a voluntary arrangement to help all aspects of life in Kent. He lives in Shoreham on the banks of the River Darent.

We will ask these ambassadors to put our case to those individuals and organisations that are otherwise difficult to reach.

The Kent County Councillor for the Darent Valley is Roger Gough. We have outlined our vision and the aims of the Trust, and sought his support for the project.

Most of the Darent Valley lies within the Sevenoaks Constituency, represented by the Rt Hon Sir Michael Fallon. The Darent flows into the Thames through the Dartford constituency of Gareth Johnson. We have written to both of these members to outline our vision and the aims of the Trust, and to seek their support for the project.

There are six cross-bench peers with a declared interest in heritage:

- Lord Birt
- Lord Moser

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- Lord Palmer
- Earl of Sandwich
- Lord Walpole
- Lord Williamson of Horton

Three other peers have an interest in, or past experience of heritage:

- Baroness Andrews is a former chair of English Heritage.
- Baroness Bottomley of Nettlestone is a former Secretary of State for National Heritage.
- Baroness Hooper is President of the European Foundation For Heritage Skills

Again, we will be contacting all of these peers to seek their advice and enlist their support.

7.3.3 Other bodies

Province of Canterbury

Although Otford lies within the Diocese of Rochester, there is likely to be further support from the Province of Canterbury. The Palace was home to over 50 Archbishops of Canterbury. Our initial point of contact is Cressida Williams who is an archivist. Our aspiration is to solicit support from the current Archbishop, Justin Welby.

Historic England

We have been in touch with David John of Historic England who has confirmed that the APCT has his support.

The Princes Trust

We have also been in touch with the Prince's Regeneration Trust through their agency BRICK (BRICK - Building Resources Investment and Community Knowledge) and gained their support for the project.

7.4 Darent Valley attractions

While the Archbishop's Palace is situated on Otford, it is our intention that it should also be an interpretation centre for the whole of the Darent Valley. We shall therefore be seeking to work with other heritage sites and visitor attractions in the area including (but not limited to):

- a. Woolfe House, Westerham
- b. Westerham Brewery
- c. Shoreham Aircraft Museum
- d. Eynesford Castle
- e. Lullingstone Castle
- f. Lullingstone Roman Villa
- g. Eagle Heights, Lullingstone
- h. Mount Vineyard, Shoreham
- i. The Percy Pilcher memorial, Eynesford

We believe that there is mutual benefit in working together, through cross-marketing.

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We have already started talking to the management of these organisations to explore how we can cooperate and are receiving very positive responses.

7.5 Negotiations with Sevenoaks District Council

In the event that the Council agrees to lease or transfer the site and buildings to the Trust, there will need to be a period of detailed legal discussions before the lease or transfer can be completed.

7.6 Costed proposals

In an ideal world the project would proceed in an orderly series of steps and we would wait until Sevenoaks District Council made its decision before commissioning architectural plans and obtaining quotes for the construction work. However, it is unreasonable to expect the Council to make its decision without being able to consider a detailed and properly costed business plan.

Therefore, in parallel with the marketing activities, the Trustees will start discussions with potential architects, to obtain estimates of the costs of drawing up the plans for the development of the site, and probable construction costs. Following best practice we will seek quotes from three companies and select the one that offers the best value for money. Our selection criteria will include the bidders' understanding of, and empathy with, what we are trying to achieve.

In addition to these discussions with firms of architects, we have been fortunate in establishing a cooperation with the Department of Architecture and the University of Kent at Canterbury. The head of department and leaders of the MSc Architectural Conservation course is Dr Nikolaos Karydis, an internationally acknowledged expert in the architectural aspects of conservation. One of his year students, Holly Cooper, has chosen the Archbishop's Palace as her final year project and will be helping us to draw up plans.

We expect that the initial plans will be completed by the end of March 2018.

With the indicative costs, we will then be in a position to approach appropriate funding sources and prepare detailed applications for grants to cover the remainder of Phases II and Phase III.

7.7 Funding

Through BRICK (see above) we have been advised to seek professional help with fund-raising. The costs of fund-raising will be added to the overall amounts sought.

Initially, we will look for additional seed funding from the Otford Village Fete Committee and the Otford Village Society.

While the costs of the marketing activities are modest, the costs of preparing the plans will be more significant. Unless the successful architect is prepared to work 'at risk' with the prospect of future work when (and if) the Trust is successful, then a second tranche of funding will be needed to cover these costs.

A list of those funding agencies that have already been identified and research is given in Appendix B. The Trustees are continuing investigating other sources of funding.

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Among other sources, we shall seek funding from the Architectural Heritage Fund whose primary role is to fund charities that are restoring historic buildings and giving them a new lease of life, through grants and low interest loans. It helps community groups to set up such charities and fund the early stages of projects and to seek help from other major funders. The Fund could make available a Project Development Grant (up to £25K). We have reason to believe that we may be successful in an application for such a Development Grant. The purpose of the grant will be for the preparation of the plans for developing the Tower.

We have already registered our intention to submit an application to the Heritage Lottery Fund (HLF) when the time is right.

We shall also actively seek funding from local companies, both within Otford (where there is a sizeable industrial estate) and elsewhere in the Darent Valley, as well as from individual donors.

Timing will be important because potential donors are more likely to give when they can see tangible evidence of something happening on the site.

Crowd funding

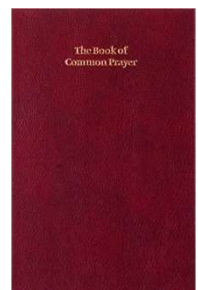
A potent new approach for funding heritage projects is crowd funding. Rewards and donation based crowd funding is a way of raising money by asking a large number of people to individually put in small amounts of money. It has changed the way that our communities, projects and companies are funded. We see this as a potential source of funding to take us through Phase II and into Phase III.

There are a number of companies that specialise in managing crowd funding for heritage projects. We have already had initial discussions with one company who indicated that raising £3M for such a project would not be unrealistic. These companies charge a fee of up to 13% of the sum raised and this provides a completely managed service.

The base for the 'crowd' will be the supporters who have signed up to the mailing list and we expect this to grow significantly through marketing and general media exposure.

As an incentive to funders, we will offer a scaled range of rewards with the most prestigious rewards going to those individuals or organisations that donate the most. The rewards will be things that cannot be obtained from other sources, such as:

- A guided tour of the Tower
- A framed colour photograph of the Tower signed by Richard Starkey or Alison Weir.
- A digital book
- A commemorative plaque
- A bird's eye view of Otford from a tall crane
- A Darent Valley balloon trip
- A leather bound copy of the Book of Common Prayer signed by the Archbishop of Canterbury
- Your name in a stained glass window





8. Phase III: Construction

April 2018 to December 2019

8.1 Objectives

- Install fenestration and doors, and start the gradual process of drying out the Tower.
- Secure the remainder of the funding required for the construction and creation of the Centre (Phase 4);
- Carry out the development of the Archbishop's Palace as a visitor centre for Otford and the Darent Valley;

8.2 Drying out

The Archbishop's Palace was effectively abandoned in the 17th Century and for many years the Tower stood without a roof or windows. Over that time both the brickwork and the stone have become totally saturated. Before any significant work can be carried out the building it must be carefully dried out. Professional estimates range from 9-12 months for this process.

Although the roof, fitted in 2016, is weatherproof there are no windows or doors. The openings are covered with metal grills. A necessary first step is to close the windows, probably using polycarbonate sheets as a temporary measure, and to fit a secure entrance door. It may be advantageous to use a fan to ensure gentle air movement to aid the drying process.

The risk of trying to accelerate the drying process is that the building might crack, requiring further remedial work.

On the positive side, this will provide visible evidence of 'something happening' to the buildings.

The Gatehouse does not suffer damp to the same extent as the Tower.

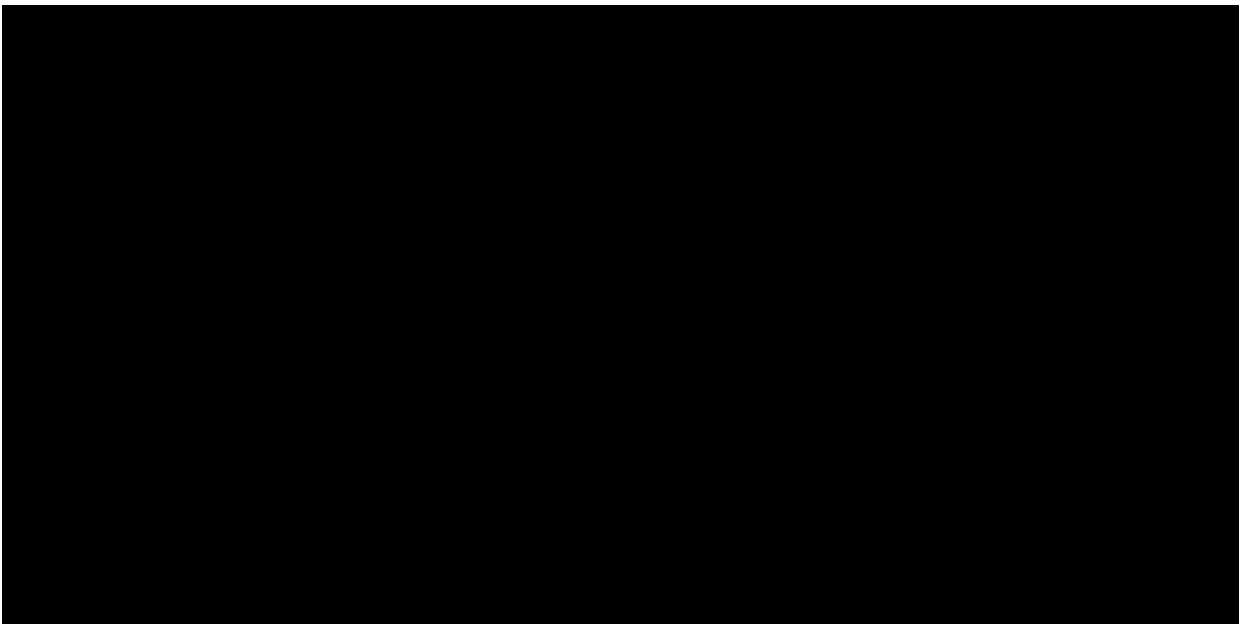
8.3 Development of the Tower and Gatehouse

With the approval of Historic England and support from the Heritage Lottery, the Trust will restore and re-introduce the floors and staircase to the tower. Full services will also be introduced so that the property can be safely and properly opened for public use.

If possible, an exterior glass lift will be installed to enable disabled access.

8.4 Funding

The current estimation of costs of construction work is £1,820,000. To this must be added the architectural fees which are estimated to be 15% of the building costs, that is £273,000.



9. Phase IV: Developing the centre

January to Easter 2020.

9.1 Objectives

- Fit out the building as a Visitor Centre;
- Create the graphics, models and other artefacts;
- Negotiate arrangements for promoting other visitor attractions in the Darent Valley;
- Marketing;
- Recruit staff to run the Centre;
- Continue fund-raising to underwrite operations for the first two years.

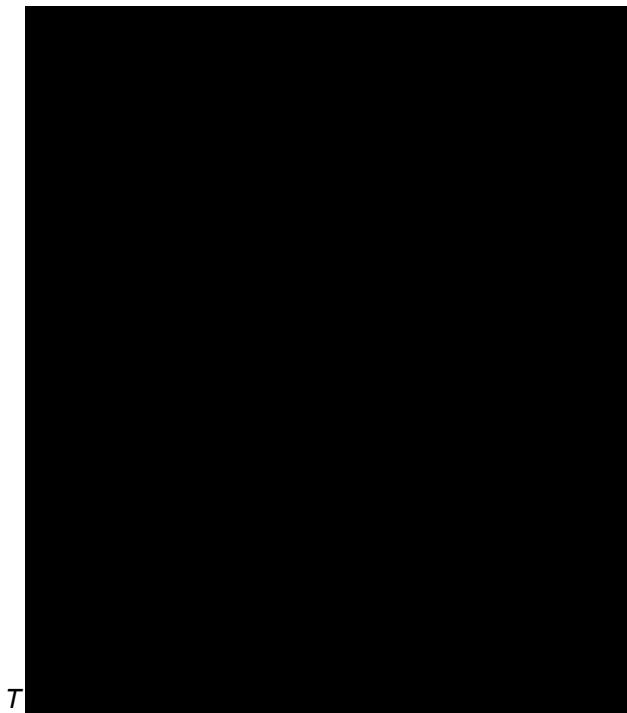
9.2 Operating procedures

Best practice and legislation require that the Trust provides and regularly reviews a number of key documents which shall be available to all staff:

- Fire risk analysis
- Health and safety policy
- Staff handbook
- Emergency procedures. This will include instructions on what staff shall do in a range of emergencies. There will be also be a section on managing the situation after the immediate emergency (eg, public relations).

9.3 Funding

Depending on the surplus carried over from the previous Phase, it may be necessary to raise a relatively small amount of funding to provide working capital for the first two years of operation.



10. Phase V: Operations

Easter 2020 onwards.

10.1 Objectives

The fifth phase of the project sees the transition from the construction and fitting out of the Archbishop's Palace to the ongoing operation of a self-sustaining Community Resource. The key objectives are to operate and further develop activities that will generate sufficient revenue for the Palace to be largely independent of external funding (although we envisage that further fund raising may be need for future developments).

However, we also need to look to the future and ensure that there is:

- A staff development programme to ensure that new staff are properly trained
- Processes to retain existing staff and to recruit new staff as and when necessary
- A programme for succession planning for the Board of Trustees.

10.2 Commercial activities

There are four main revenue streams:

- a. Admission fees
- b. Shop sales
- c. Office letting (Gate House) for the first two years
- d. School visits after two years.

10.2.1 Admission fees

The number of visitors is one of the key uncertainties in this analysis. There is little on which we can based an initial estimate and so that starting point must be a best guess informed by discussions with other visitor attractions in the area. Those discussions have confirmed that these in turn, are dependent on effective marketing. Based on these discussions, we believe that with effective marketing the numbers envisaged are achievable.

The starting point is that we will initially get 15 visitors per day, and that this figure will rise by 15% each quarter as word of the Palace spreads.

The financial predications are based on an average fee of £6.00. There will be concessions and family tickets but this is the average fee.

Comparative entrance fees for other sites in the Darent Valley are shown in §4.5.

Table 7 shows the visitor numbers and entry revenue based on these assumptions.

Admission would allow visitors to enjoys the exhibitions in the first floor Tudor Room, the second floor exhibition area and access to the roof with views of historic Otford.

As a registered charity, the Archbishop's Palace conservation Trust will be able to take advantage of the Gift Aid scheme which would further increase the revenue from entrance fees.

10.2.2 Retail

The second income stream will be sales from the shop such as:

- Books - on the Darent Valley, the Tudors, the Romans, The Book of Common Prayer;
- Paintings, professional photographs and cards - again focusing on the Darent Valley. There may also be greetings cards from local artists;
- DVDs of the local area.
- Toys and puzzles on Roman and Tudor themes;
- Darent Valley souvenirs.

In our calculations we have assumed that the spend is 60% of the entrance fee and that the margin on sales is 30%. That is, for every £10 in ticket sales we will get £6 in sales and a profit of £4.20. Predicted shop sales are shown in Table 8. Note the expenditure on stock prior to the start of operations.

There will also be a machine for self-service coffee, tea etc, but it is not envisaged that this will generate any significant income. The machine will be leased and the charges will be such that they cover the lease costs.

The revenue from car parking depends on the model that we adopt for managing the car park. If we provide free parking for all visitors then the revenue will be limited to those using the car park for other purposes. A fee of £2.50 would be reasonable and we might get 4 cars per day under this arrangement – ie, £10 per day. Against this we would have to set the costs of managing the car park. We have therefore assumed that the car park will be revenue-neutral.

10.2.3 The Darent Valley card

We see a mutual benefit for all of the visitor sites in the Darent Valley of a card that gives access to a number of sites and offers a discount in local participating shops. While this might not generate a large profit (because of the costs of running the scheme) it would drive visitors to the Palace because this is where they would purchase the Darent Valley Card.

The card would work in the same way as the London Visitor's Pass or the Omnia card for Rome and other Italian cities.



Figure 14: The Omnia card: a possible model for the Darent Valley card

Its success would depend on the extent that other sites and shops would be willing to participate. The idea of a card requires marketing and detailed planning that it inappropriate at this stage in the project.

10.2.4 Events

For ease of calculation it is suggested that all special exhibitions and events will be budgeted separately. Thus, a profit and loss account will be drawn up for each project. These projects are expected to make a profit but where a small loss is expected then their viability will be assessed in the light of the benefit to the community and increasing the exposure of the Palace.

10.2.5 Meetings

The first floor Tudor Room would be marketed to local businesses as a venue for meetings and small conferences. Catering would be brought in from local caterers.

The proximity of St Bartholomew's Church opens the possibility of hosting wedding receptions using a marquee erected on Palace Field.

10.2.6 Study centre

We believe that the centre will become a familiar venue and learning experience for many of our schools. Educational projects will be tailored to meet the requirements of the curricula. The gatehouse will be utilised for this purpose as a secure study centre, lecture-room, and base for these groups.

The revenue from this activity will be relatively small but we believe that it is fundamental to the objectives of the Charity.

10.3 Marketing

The marketing activity started in the second phase of this project will change in its focus; instead of aiming to raise funds, it will now be directed towards increasing visitor numbers. We have allocated of income to this activity.

10.4 Staffing

The Trustees consider it is essential that the Archbishop's Palace is open from the beginning of March to the end of October - that is for 8 months each year. The opening hours will be from 10.00h to 17:00h, six days each week. For safety reasons at least two members of staff will be on duty at any one time.

It is proposed that there should be a total of six members of staff sharing this duty, to allow for leave, holidays, illness etc. This would give hours per year for each individual and an annual income of . This is below the threshold of £5,824 above which the employer must provide a workplace pension.

At the start of this phase we will prepare a comprehensive job description and then seek to recruit suitable staff from the local area. The Trust will be an equal opportunity employer and will not discriminate in its human resource policies on the basis of age, race, colour, religion or sexual orientation.

Because the Centre will only be open for eight months of the year, we expect that a significant number of staff will leave at the end of the season and will not be available for employment in the following year. All staff will need to be educated into the history of the Palace, the Book of Common Prayer and the Tudor period, and be fully trained

11. Planning for the future

11.1 Future developments

At present, the buildings owned by SDC (and which we hope will be leased or transferred to the Trust) comprise the Tower itself and the Gatehouse. In between them is a row of three small cottages which were sold by SDC some years ago. At a later stage, when funds permit and the cottages are offered for sale, the Trust would hope to purchase them and incorporate them into the interpretation centre.

It has been suggested that the Palace buildings could provide a unique opportunity for apprentices wishing to specialise in the restoration and repair of historic buildings. These people would carry out their academic work in one of the local colleges but would then do their practical work on the Palace under careful supervision of a heritage specialist.

We might envisage that, sometime in the future, the West range could be rebuilt using period materials, on the original foundations!

11.2 Board of trustees

The Trust was founded with five Trustees. We anticipate that, over time, the Board will wish to appoint additional Trustees who bring other experience and competencies to the direction of the Trust. Further, existing Trustees may well resign due to personal commitments or illness. We envisage, that as the fundraising activities increase, the role of secretary and treasurer will need to be split. We will need to appoint a suitable qualified treasurer.

Succession planning will therefore be an important ongoing aspect of the Trustees work.

12. Risk analysis and contingency planning

This section of the Business plan is divided into the same five phases of:

1. Initial planning
2. Community involvement
3. Construction
4. Developing the centre
5. Operations

and considers the risks in each phase. This is a dynamic section of the plan: as potential risks are identified or evolve the risk register will change accordingly.

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12.1 Initial planning

<i>Index</i>	<i>Risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Severity</i>	<i>Score</i>	<i>Mitigation</i>
a.	The application for registration of the APCT is rejected or delayed.	<ul style="list-style-type: none"> Delay to the process of establishing the Trust. 		1		The application was accepted.
b.	The local community does not want change and does not support the formation of a Trust.	The impact depends on whether the public meeting offers any realistic alternatives.		4		The proposals received unanimous support from the community
c.	Some members of the local have concerns about increased visitor numbers and car parking issues.	The impact depends on the numbers of people with serious concerns.	2	2	4	Ensure that the trustees are well prepared and have persuasive answers to difficult questions
d.	The Options Appraisal project is further delayed.	The overall project is delayed.	2	1	2	The timing is not critical and some delay can be tolerated without impact on the overall project timescale. The current version of the business plan assumes that a decision is not made until 2018 Q1.

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12.2 Community involvement

<i>Index</i>	<i>Risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Severity</i>	<i>Score</i>	<i>Mitigation</i>
a.	A bid from the Landmark Trust or the Vivat Trust may be perceived by SDC as a lower risk option.	Catastrophic	2	4	8	<ul style="list-style-type: none"> • The option of transferring the site and buildings to the APCT is well documented • The case is compelling and well argued. • There is an active lobby from the local community • There is active support from KCC, The Province of Canterbury and Historic England (among others)
b.	SDC may perceive the APCT as having 'no substance' with no financial backing.		2	4	8	<ul style="list-style-type: none"> • Ensure that the business plan is sound • Seek external funding and secure pledges from major donors (eg Heritage Lottery Fund)
c.	Funding applications are rejected.		1	4	4	<ul style="list-style-type: none"> • Ensure that the business plan is sound • Research funding agencies thoroughly • Secure letters of support from influential supporters • Submit compliant bids
d.	MPs and Lords decline support for the Project		1	1	1	<ul style="list-style-type: none"> • Ensure that the business plan is sound • Make professional approaches and listen to what they say • Approach a significant number of potential supporters
e.	The plan is opposed by the owners of the three Castle Cottages (situated between the Tower and the Gatehouse) on the grounds of disturbance and increased visitor numbers.	Planning approval is delayed or not forthcoming	3	1	3	<ul style="list-style-type: none"> • Conduct a charm offensive with the owners/tenants • Keep them informed • Keep noise and disruption to a minimum during construction and thereafter.

12.3 Construction

<i>Index</i>	<i>Risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Severity</i>	<i>Score</i>	<i>Mitigation</i>
a.						
b.						
c.						
d.						
e.						

12.4 Developing the centre

<i>Index</i>	<i>Risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Severity</i>	<i>Score</i>	<i>Mitigation</i>
a.						
b.						
c.						
d.						
e.						

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12.5 Operations

<i>Index</i>	<i>Risk</i>	<i>Impact</i>	<i>Probability</i>	<i>Severity</i>	<i>Score</i>	<i>Mitigation</i>
a.	It is not possible to recruit suitable staff		1	3	3	
b.	Shoplifting is at an unacceptable level and impacts on profits		1	2	2	<ul style="list-style-type: none"> • Use security tags on high value items • Make CCTV visible
c.	There are insufficient visitor numbers to sustain the operation		1	4	4	<ul style="list-style-type: none"> • Ensure that sufficient resources are put into marketing
d.	Major fire	<ul style="list-style-type: none"> • Structure of the building is damaged • Exhibits are damaged • Centre is closed for repairs and revenue is impacted. 	1	4	4	<ul style="list-style-type: none"> • Maintain fire extinguishers etc in proper order • Ensure that all staff are properly briefed on actions in the event of fire. • Operate Emergency Plan, including public relations. • Consider disaster recovery insurance
e.	Vandalism	<ul style="list-style-type: none"> • Exhibits are damaged • Centre is closed for repairs and revenue is impacted. 				

Appendix A Constitution of the APCT

Constitution of The Otford Palace Conservation Trust

a Charitable Incorporated Organisation (Foundation Structure) Whose Only Voting Members Are its Trustees

Date of Adoption (last amended):

.....
Name

1. The name of the Charitable Incorporated Organisation ("the CIO") is:

The Otford Palace Conservation Trust

National Location of Principal Office

2. The principal office of the CIO is: The School House, 21 High Street, Otford, Kent TN14 5PG.

Objects

3. The Objects of the CIO are:
- a. For the benefit of the public the preservation, restoration, maintenance, repair and improvement of the building known as the Archbishop's Palace in Otford, Kent.
 - b. To advance the education of the public in the history of the Archbishop's Palace, the Tudors, the role of the Archbishops and the history of the Darent Valley by the provision of exhibitions and other learning experiences.

Powers

4. The CIO has power to do anything which is calculated to further its Objects or is conducive or incidental to doing so. In particular, the CIO has power to:
- (a) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 and 125 of the Charities Act 2011, if it wishes to mortgage land;
 - (b) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
 - (c) sell, lease or otherwise dispose of all or any part of the property belonging to

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the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;

- (d) employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a Trustee only to the extent that it is permitted to do so by clauses 6 to 11 and provided it complies with the conditions of those clauses;
- (e) deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the Trustees of a trust are permitted to do by the Trustee Act 2000.

Application of Income and Property

- 5. The income and property of the CIO must be applied solely towards the promotion of the Objects, and none of it may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO, provided that:
 - (a) a Trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO;
 - (b) a Trustee may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011;
 - (c) nothing in this clause shall prevent a Trustee or connected person receiving any benefit or payment which is authorised by clauses 6 to 11.

Benefits and Payments to Trustees and Connected Persons

General Provisions

- 6. No Trustee or connected person may:
 - (a) buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;
 - (b) sell goods, services, or any interest in land to the CIO;
 - (c) be employed by, or receive any remuneration from, the CIO;
 - (d) receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by this constitution or is authorised by the court or the Charity Commission ("the Commission"). In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

Scope and Powers Permitting Benefits to Trustees or Connected Persons

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7. A Trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be no more than the Bank of England base rate.
8. A Trustee or connected person may receive rent for premises let by the Trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The Trustee concerned shall withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
9. A Trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.
10. A Trustee or connected person may receive a benefit from the CIO in the capacity of a beneficiary of the CIO but strictly on the same terms as other beneficiaries.
11. Providing they are acting outside their role as a Trustee, a Trustee (or connected person) may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where it is permitted in accordance with, and subject to the conditions in, sections 185 to 188 of the Charities Act 2011.

Conflicts of Interest and Conflicts of Loyalty

12. A Trustee must:
 - (a) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and
 - (b) absent himself or herself from any discussions of the Trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).
13. Any Trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the Trustees on the matter.

Liability of Members to Contribute to Assets of CIO if it is Wound Up

14. If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Membership

15. The only members of the CIO shall be those persons who are appointed as Trustees of the CIO, and all persons appointed as Trustees shall be admitted as members.
16. Membership cannot be transferred to anyone else.

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17. A member shall cease to be a member immediately that he or she ceases to be a Trustee of the CIO for any reason.

Board of Trustees

18. The CIO shall have a Board of Trustees comprising at least 3 persons.
19. (a) New Trustees may be recruited to the Board at any time by Otford Parish Council. In selecting individuals for appointment as Trustees, Otford Parish Council must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

(b) The Trustees may, by and from their number and from time to time, elect such officers (chair, secretary, treasurer) as they see fit.

First Trustees

20. The first Trustees are as follows:

Rodney Stanhope Shelton
Nicholas John Rushby
Keith Lawrey
John Edwards-Winser
Jon Verrall

Excluded Persons

21. Under no circumstances shall any of the following serve as Trustees:
 - (a) a person aged less than 16 years;
 - (b) a person who is an undischarged bankrupt or has made any composition or arrangement with creditors;
 - (c) a person who has an unspent conviction involving dishonesty or deception or who is otherwise disqualified by law from serving as a Trustee.

Powers and Duties of Trustees

22. The Trustees shall manage the affairs of the CIO and may exercise all the powers of the CIO.
23. Any meeting of the Trustees at which a quorum is present at the time the relevant decision is made may exercise all the powers exercisable by the Trustees.
24. It is the duty of each Trustee:
 - (a) to exercise his or her powers as a Trustee in the way he or she considers to be in the best interests of the CIO's Objects and beneficiaries; and
 - (b) to exercise such care and skill as is reasonable in the circumstances having regard in particular to any special knowledge or experience that he or she has or claims to have.

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25. The Trustees may act regardless of any vacancy in their body but, if and so long as their number is less than 3, the remaining Trustees may act for the purposes of increasing the number of Trustees or winding up the CIO, but for no other purpose.

Information for New Trustees

26. Each new Trustee must receive, on or before his or her first appointment:
- (a) a copy of the current version of this constitution; and
 - (b) a copy of the CIO's latest Trustees' annual report and statement of accounts.

Retirement and Removal of Trustees

27. The office of a Trustee shall be immediately vacated if he or she:
- (a) resigns his or her office in writing to the CIO (but only if at least 3 Trustees shall remain in office);
 - (b) is absent without good reason from three consecutive Trustees' meetings, and the remaining Trustees decide that he or she shall vacate office by reason of such absence;
 - (c) is removed from office for conduct prejudicial to the CIO by a majority vote of the Trustees, provided that any Trustee whose removal is proposed shall have the right to make representation to the meeting where the decision is to be taken;
 - (d) becomes bankrupt or makes any arrangement with his or her creditors generally; or
 - (e) is otherwise disqualified by law from serving as a Trustee.

Proceedings of the Board of Trustees

28. The Trustees may regulate their proceedings as they think fit, subject to any provisions within this constitution.
29. A meeting shall be summoned on the request of a Trustee by giving reasonable notice to all the Trustees. It shall not be necessary to give notice of a meeting to any Trustee for the time being absent from the United Kingdom.
30. A Trustee may not appoint an alternate or anyone to act on his or her behalf at meetings of the Trustees.
31. A meeting may be held by suitable electronic means agreed by the Trustees in which each participant may communicate with all the other participants.

Chairing of Meetings

32. Subject to clause 19(b) the Trustees shall appoint one of their number to chair their meetings and may at any time revoke such appointment.

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33. If no-one has been appointed to chair meetings of the Trustees, or if the person so appointed is unwilling to preside or is not present ten minutes after the time appointed for the meeting, the Trustees present shall appoint one of their number to chair that meeting.

Quorum

34. No decision may be made by a meeting of the Trustees unless a quorum is present at the time the decision is made. "Present" includes being present by suitable electronic means agreed by the Trustees in which a participant or participants may communicate with all the other participants.
35. A quorum shall be 3 Trustees.
36. A Trustee shall not be counted in the quorum present when any decision is made about a matter upon which that Trustee is not entitled to vote.

Decision-Making by Trustees

37. Questions arising at any meetings shall be decided by a majority of votes, each Trustee having one vote on any matter to be decided. In the case of an equality of votes, the chair of the meeting shall have a second or casting vote.
38. A resolution in writing or in electronic form agreed by all the Trustees who are entitled to receive notice of and vote at a meeting of Trustees shall be as valid and effectual as if it had been passed at a meeting of the Trustees.

Saving Provisions

39. Subject to clause 40, all decisions of the Trustees, or of a sub-committee of the Trustees, shall be valid even if it involved the participation of a Trustee who:
 - (a) was disqualified from holding office;
 - (b) had previously retired or was obliged to leave office;
 - (c) was not entitled to vote on the matter, whether by reason of a conflict of interests or otherwise;

if, without the vote of that Trustee and that Trustee being counted in the quorum, the decision would have been made anyway by a majority of the Trustees at a quorate meeting.

40. Clause 39 does not permit a Trustee to keep any benefit that may be conferred on him or her by a decision of the Trustees (or a sub-committee) if the resolution would otherwise have been void.

Sub-Committees

41. The Trustees may delegate any of their powers or functions to one or more sub-committees or advisory panels consisting of such members of their body or the

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general public as they think fit and the terms of any delegation must be recorded in the minute book. The Trustees may subsequently revoke or alter a delegation. The Trustees may impose conditions when delegating, and will always include the conditions that:

- (a) at least one member of each sub-committee or advisory panel must be a Trustee;
- (b) the relevant powers are to be exercised exclusively by the sub-committee or advisory panel to whom they delegate;
- (c) no expenditure may be incurred on behalf of the CIO except in accordance with a budget previously agreed with the Trustees;
- (d) the sub-committee or advisory panel shall report regularly to the Trustees.

Decisions Which Must be Made by the Members of the CIO

42. Any decision to:

- (a) amend the constitution of the CIO;
- (b) amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs; or
- (c) wind up or dissolve the CIO (including transferring its business to any other charity),

must be made by a resolution of the members of the CIO (rather than a resolution of the Trustees);

43. Such members' decisions may be made either:

- (a) by resolution at a general meeting; or
- (b) by resolution in writing.

44. A resolution made at a general meeting requires a majority of at least 75% of the votes that are cast.

45. A resolution in writing requires the agreement of all the members on the date the resolution is circulated. The following conditions shall apply:

- (a) a copy of the proposed resolution must be sent to all the members eligible to vote;
- (b) the document indicating a member's approval of a written resolution may be sent to the CIO as hard copy or in electronic form. A member's agreement to a written resolution, once signified, may not be revoked;
- (c) a written resolution lapses if the necessary number of approvals has not been received 28 days after the first day on which copies of the resolution were circulated to members.

General Meetings of Members

Calling of General Meetings of Members

46. The Trustees may designate any of their meetings as a general meeting of the members of the CIO. The purpose of such a meeting is to discharge any business which must by law be discharged by a resolution of the members of the CIO as specified in clause 42.

Notice of General Meetings of Members

47. The minimum period of notice required to hold a general meeting of the members of the CIO is 14 days.
48. Except where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act 2011 or by the General Regulations, a general meeting may be called by shorter notice if it is so agreed by at least 75% of the members of the CIO.
49. Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to be given 48 hours after it was posted or sent.

Procedure at General Meetings of Members

50. The provisions in clauses 29 to 37 governing the chairing of meetings, procedure at meetings and participation in meetings by electronic means apply to any general meeting of the members, with all references to Trustees to be taken as references to members.

Execution of Documents

51. A document is validly executed on behalf of the CIO if it is signed by at least 2 of the Trustees.

Use of Electronic Communications

52. The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:
- (a) the requirement to provide a member with a hard copy of any document or information if they request it, to be sent within 21 days of the request;
 - (b) any requirements to provide information to the Commission in a particular form or manner.

Registers

53. The CIO must maintain a register of Trustees/members as required by the General Regulations, which must be made available to anyone on request.

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54. Except where the request to inspect the register is made by a Trustee of the CIO, a fee may be charged in respect of the costs of complying with the request.

Minutes

55. The Trustees must keep minutes of all:
- (a) appointments of officers made by the Trustees;
 - (b) proceedings at general meetings of the CIO;
 - (c) meetings of the Trustees and committees of Trustees including:
 - (i) names of the Trustees present at the meeting;
 - (ii) the decisions made at the meetings; and
 - (iii) where appropriate the reasons for the decisions;
 - (d) decisions made by the Trustees otherwise than in meetings.

Accounting Records, Accounts, Annual Reports and Returns, Register Maintenance

56. The Trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Commission, regardless of the income of the CIO, within 10 months of the financial year end.
57. The Trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

Rules or Bylaws

58. The Trustees may from time to time make such reasonable and proper rules or bylaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bylaws must not be inconsistent with any provision of this constitution. Copies of any such rules or bylaws currently in force must be made available to any member of the CIO on request.

Disputes

59. If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

Amendment of Constitution

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- 60.** As provided by sections 224 to 227 of the Charities Act 2011, this constitution can only be amended:
- (a) by resolution agreed in writing by all members of the CIO; or
 - (b) by a resolution passed by a 75% majority of those voting at a general meeting of the members of the CIO .
- 61.** Any alteration:
- (a) to the CIO's Objects (clause 3);
 - (b) to clauses 64 to 67 (Voluntary Winding Up or Dissolution);
 - (c) this clause; or
 - (d) that would have the effect of enhancing the benefits available to Trustees of the CIO or persons connected with them,
- shall require the prior written consent of the Commission.
- 62.** No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.
- 63.** A copy of every resolution amending the constitution, together with a copy of the CIO's constitution as amended must be sent to the Commission by the end of the period of 15 days beginning with the date of passing of the resolution, and the amendment does not take effect until it has been recorded in the Register of Charities.

Voluntary Winding Up or Dissolution

- 64.** As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve the CIO can only be made:
- (a) at a general meeting of the members of the CIO called in accordance with this constitution, of which not less than 14 days' notice has been given to those eligible to attend and vote, by a resolution passed by a 75% majority of those voting; or
 - (b) by a resolution agreed in writing by all members of the CIO.
- 65.** Subject to the payment of all the CIO's debts:
- (a) Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.
 - (b) If the resolution does not contain such a provision, the Trustees must decide how any remaining assets of the CIO shall be applied.
 - (c) In either case the remaining assets must be applied for charitable purposes

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the same as or similar to those of the CIO.

66. The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:
- (a) the Trustees must send with their application to the Commission:
 - (i) a copy of the resolution passed by the members of the CIO;
 - (ii) a declaration by the Trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and
 - (iii) a statement by the Trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution.
 - (b) the Trustees must ensure that a copy of the application is sent within 7 days to every member and employee of the CIO, and to any Trustee of the CIO who was not privy to the application.
67. If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

Interpretation

68. In this constitution:

"connected person" means:

- (a) a child, parent, grandchild, grandparent, brother or sister of the Trustee;
- (b) the spouse or civil partner of the Trustee or of any person falling within sub-clause (a) above;
- (c) a person carrying on business in partnership with the Trustee or with any person falling within sub-clause (a) or (b) above;
- (d) an institution which is controlled:
 - (i) by the Trustee or any connected person falling within sub-clause (a), (b), or (c) above; or
 - (ii) by two or more persons falling within sub-clause (d)(i), when taken together;
- (e) a body corporate in which:
 - (i) the Trustee or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or
 - (ii) two or more persons falling within sub-clause (e)(i) who, when taken together, have a substantial interest.

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Section 118 of the Charities Act 2011 applies for the purposes of interpreting the terms used in this constitution.

“**General Regulations**” means the Charitable Incorporated Organisations (General) Regulations 2012.

“**Dissolution Regulations**” means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

The “**Communications Provisions**” means the Communications Provisions in [Part 10, Chapter 4] of the General Regulations.

Subject to section 177 of the Charities Act 2011, “**Trustee**” means a charity trustee of the CIO.

“**in writing**” shall be taken to include references to writing, printing, photocopying and other methods of representing or reproducing words in a visible form, including electronic transmission where appropriate.

This constitution was adopted by the persons whose signatures appear below:

Appendix B Potential funding sources

1. The Architectural Heritage Fund

Clareville House, 26-27 Oxendon Street, London SW1Y 4EL
Tel: 020 7925 0199 Email: ahf@ahfund.org.uk www.ahfund.org.uk
Contact: Ian Lush, Chief Executive or Tessa Hilda

The AHF's primary role is to fund charities that are restoring historic buildings and giving them a new lease of life, through grants and low interest loans. It helps community groups to set up such charities and fund the early stages of projects and to seek help from other major funders. The Fund could make available a Project Viability Grant (up to £5K) and a Project Development Grant (up to £25K). The APCT has probably passed the point for a Project Viability Grant but the Development Grant would be a possibility.

2. The Civic Trust

Winchester House, 259-269 Old Marylebone Road, London NW1 5RA
Tel 020 7170 4297 Email info@civictrust.org.uk

The Civic Trust promotes progressive improvements in the quality of urban life for communities throughout the United Kingdom. It is Britain's leading charity devoted to enhancing the quality of life in Britain's cities, towns and villages: the places where people live, work, shop and relax.

3. Maintain our Heritage

Weymouth House, Beechen Cliff Road, Bath BA2 4QS
Tel: 01225 482228; Email: tcantell@maintainourheritage.co.uk;
www.maintainourheritage.co.uk
Contact: Timothy Cantell, Project Coordinator

Maintain our Heritage is promoting a new, long-term, sustainable strategy for the care of historic buildings with pre-eminence given to maintenance rather than sporadic major repair.

4. Heritage Lottery Fund

Contact: Judith Carruthers; judith.carruthers@hlf.org.uk

From the archaeology under our feet to the historic parks we love, from precious memories to rare wildlife... we use money raised by National Lottery players to help people across the UK explore, enjoy and protect the heritage they care about.

- Largest dedicated funder of heritage in the UK
- Leading advocate for the value of heritage
- £7.1 billion awarded to over 40,000 projects since 1994
- £430 million to invest this year
- Offices across the UK
- Grants from £3,000

North Kent is a priority area. For [Heritage Grants](#) or [Heritage Enterprise](#) applications under £2 million – HLF must receive first-round application and all supporting

documents by:

- 20 February 2017 for a decision in June 2017
- 30 May 2017 for a decision in September 2017

5. National Heritage Memorial Fund

NHMF Team, National Heritage Memorial Fund, 7 Holbein Place, London, SW1W 8NR
NHMF_Enquiries@nhmf.org.uk

The National Heritage Memorial Fund (NHMF) is a fund of last resort to save items of outstanding importance to the nation's heritage that are either at risk or possess a marked memorial character. The Fund is given grant aid by central government in order to create a memorial to those who have given their lives for the United Kingdom. In 1994, the NHMF and its Trustees were also given the major task of distributing the heritage share of Lottery money for good causes, which it now operates through the Heritage Lottery Fund (HLF).

The NHMF continues to act as the fund of last resort, being able to act very quickly in emergencies. In contrast, Heritage Lottery Fund offers opportunities for conserving our heritage with an even greater emphasis on improved access, learning and engagement.

6. Pilgrim Trust

55A Catherine PI, Westminster, London SW1E 6DY
Tel: 020 7834 6510; www.thepilgrimtrust.org.uk

Our aim is to preserve and promote Britain's historical and intellectual assets and to provide assistance to vulnerable members of society. We do this by supporting projects where our funds will make the greatest impact. We are also interested in projects where charities are having difficulty in raising funds from other sources. We aim to be flexible while at the same time staying within our overall priorities.

The Pilgrim Trust favours giving to organisations where our relatively modest grants will make a significant impact. If you are considering making an application for a grant please read our [Funding Guidelines](#) carefully.

Full details of our two stage application procedure can be found on the Apply page of the website and if you have any questions that are not answered by the FAQ's please email us at info@thepilgrimtrust.org.uk

8. Veolia Environmental Trust

The Veolia Environmental Trust, Ruthdene, Station Road, Four Ashes, Wolverhampton WV10 7DG
Tel:: 01902 794 677; <http://www.veoliatrust.org/>

Supports community and environmental projects in England and Wales through the Landfill Communities Fund using money provided by Veolia.

Appendix C Relevant organisations

1. Association of Preservation Trusts

Clareville House, 26-27 Oxendon Street, London SW1Y 4EL
Tel: 020 7930 1627 Email: apt@ahfund.org.uk
Contact: Nicola Dyer

APT exists to promote the preservation of historic buildings by encouraging and supporting the work of Building Preservation Trusts in the UK.

2. Council for British Archaeology

St Mary's House, 66 Bootham, York YO30 7BZ
Tel 01904 671417 Email: director@britarch.ac.uk www.britarch.ac.uk
Contact: Dr Mike Heyworth, Director

The CBA is the principal UK-wide nongovernmental organisation that promotes knowledge, appreciation and care of the historic environment for the benefit of present and future generations.

3. Historic Houses Association

2 Chester Street, London, London SW1X 7BB
Tel: 020 7259 5688 Email: info@hha.org.uk www.hha.org.uk
Contact: The Director

The HHA works for beneficial policies and economic circumstances on all issues that affect private ownership and the preservation of the houses, their contents and gardens, maintenance, restoration and development of inland waterways.

4. Institute of Field Archaeologists

PO Box 239, University of Reading 2 Earley Gate, Reading RG6 6AU
Tel: 0118 378 6446 Email: admin@archaeologists.net

The Institute of Field Archaeologists (IFA) is the professional body for archaeologists, representing all parts of the discipline. It promotes best practice in archaeology and has c 2000 members across the UK and abroad.

5. The Institute of Historic Building Conservation (IHBC)

Jubilee House, High Street, Tisbury, Wiltshire, SP3 6HA
Tel: 01747 873133 Email: director@ihbc.org.uk www.ihbc.org.uk
Contact: Dave Chetwyn, Vice Chair

The Institute of Historic Building Conservation is the professional body representing conservation specialists and practitioners in the public and private sectors in the United Kingdom and the Republic of Ireland. The Institute exists to establish the highest standards of conservation practice, to support the effective protection and enhancement of the historic environment, and to promote heritage-led regeneration and access to the historic environment for all.

6. The National Trust

36 Queen Anne's Gate, London SW1H 9BY

Tel: 020 7222 9251 Email: enquiries@nationaltrust.org.uk or see the contact directory on the website www.nationaltrust.org.uk

7. The Vivat Trust

70 Cowcross Street, London EC1M 6EJ.

Tel: 0845 090 2212. Email: enquiries@vivat.org.uk

The Trust acquires freehold or leasehold, for the purpose of preservation, important buildings at risk of being lost through neglect, insensitive alteration or demolition.

8. The Landmark Trust

Specialises in developing and managing heritage properties for lets or leasehold.

9. European Foundation for Heritage Skills

<http://www.european-heritage.net/sdx/herein/>

A non-profit-making non-governmental organization set up in 1996 as an initiative by the Council of Europe to help improve ways of preserving the existing heritage of Europe. This covers not only the great monuments, but also major rural and industrial buildings and sites, as well as the less tangible heritage of popular traditions. It works in three areas: in-service training, information exchange and networking, and development. Permanent information system gathering government services in charge of heritage protection within the Council of Europe.

The website no longer exists and it may be that this Foundation has been dissolved. Further information may be available from Baroness Hooper.

Appendix D Resistivity survey of the site



This shows that there are no foundations or other structures beneath that part of Palace Field bordering the Sevenoaks Road. This area was used as a vegetable garden in Tudor times and is a potential site for a 'green' car park.

Appendix E The Visitor Economy

The SDC Local Plan Issues and Options Consultation document⁴ sets out proposals for developing tourism in the area.

8.16 The District is already a popular tourism destination due to the attractive environment, historic towns and villages, and nationally recognised historic estates. There are a number of key heritage assets in the District such as Knole House, Chartwell, Hever Castle, Penshurst Place, other national trust properties and parks and gardens which attract tourists to this area.

8.17 Tourism has the potential to have a significant impact on the economy and character of the District. The main issues are therefore the need to protect the existing tourism uses and accommodation, to encourage (where appropriate) an increase in the amount and quality of tourist accommodation and facilities, as well as balancing this need against the priority to protect the rural district and its heritage and landscape.

8.18 National Planning Policy Framework supports building a strong and competitive economy, including the sustainable growth and expansion of businesses in urban and rural areas. It also encourages sustainable tourism which benefits businesses and protects the countryside.

8.19 A Visitor Accommodation Study was carried out in September 2015. This reviews the type of supply of visitor accommodation in the District, trends in the markets and considers a number of opportunities for growth in such accommodation. In particular the study highlights that: The District is well placed to capitalise on the projected domestic short break and overseas tourist market.

The projected population growth will drive a growth in weddings businesses and visits to friends and family.

There is a growing demand for budget hotel accommodation.

8.20 Some key opportunities identified in the District include:

- The upgrading, development and expansion of existing hotels, spas, resorts and bed and breakfast accommodation.
- New hotel opportunities in Sevenoaks Town, Swanley, Fort Halstead and on golf courses.
- Encouragement of high quality pub accommodation and restaurants with rooms.
- Country house wedding venues.
- High quality holiday cottages and small holiday lodge complexes.
- New touring caravans and camping sites and fishing lodges around fishing lakes.
- Children's activity holiday centres.

8.21 Participants at place-making workshops supported encouragement of tourism as

⁴ Available at: https://www.sevenoaks.gov.uk/info/20014/planning_policy/349/local_plan_-_issues_and_options_consultation

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local rural areas want to promote their distinctive heritage and history and protect their cultural centres and pubs. There was recognition that improvements were needed in the following areas:

- Footpaths, river walks and better signage.
- More bed spaces via new hotels and bed and breakfasts.
- The need to protect and make heritage assets more attractive.
- Better provision and management of parking surrounding tourist attractions.

8.22 We want to support the District's urban, rural and visitor economy by making the most of every redevelopment or change of use opportunity. We are considering introducing a policy which will ensure employment generating non-residential uses are considered before residential schemes. This will ensure that the wider implications and opportunities are fully considered and the most appropriate use is permitted.