

Low	Medium	High
<b>Risk</b>	<b>Probability</b>	<b>Amelioration</b>
	and starting a business from scratch. Colliers has highlighted that some of Savills projections are optimistic.	experience. Milsom Hotels & Restaurants have already expressed interest, see Appendix L
The visitor attraction- does not perform as well as projected	Medium. The location of St Osyth Priory means that it is a significant distance from London and other key settlements where visitors are likely to travel from.	The proposal envisages an offering that would encourage repeat visitors.
The Glamping Business does not perform as well as projected	Medium. As a new business there are obvious risks trying to draw visitors to an unproven destination.	By locating them in an exclusive part of the Park, they will provide a truly exceptional offering that will hopefully draw people from afar.
Visitor operations compromise the desirability of the wedding venue	Low- Medium. The wedding business is key to the success of this strategy. The proximity of the proposed Visitor Centre to the venue is not ideal but should be manageable. This will not be certain until tested.	Managing opening hours. The Layout of the Tithe Barn, Cart Lodge, Dairy and new Café will key to this ensuring separation between different elements.
Funding for Darcy House East and South is not forthcoming, and their condition detracts from the wedding operation	Low-Medium- Both these elements are in poor condition and in particular the roof to Darcy House South is unresolved. Therefore, it is unlikely that grant funding will be available for this element and it is felt that enabling development is most likely required. This has been inherently controversial so delays and impacts to the success of the Business Plan may occur.	It is proposed to undertake essential repair works to the East and South Wing roofs as part of Phase 1, which should slow further deterioration allowing funding to be secured. Further, it is likely that suitable enabling development site/s can be found in the near future.
Later phases of work negatively affect the wedding operation and visitor offering.	Low- Medium- The wedding business is key to the success of this strategy. Any works are likely to cause some disturbance and put off the top end of the market, who are seeking near perfection. The visitor attraction market has many other	Site works can be undertaken within the low season and access routes can be designed to minimise conflict with the ongoing business operations.

Low	Medium	High
Risk	Probability	Amelioration
	established attractions and the area does not have the reputation as being a heritage destination. The visitor market is not the main profit generator.	
The project is delayed because the Heritage Lottery Fund bid fails at one or other stage	Low- Medium. This is a competitive process and is currently being restructured. The Phase 1 bid is unlikely to be unsuccessful, but the phase 2 bid could be rejected and cut back. The impact has the potential to be very significant and in six or seven figures.	An initial bid has been submitted prior to the restructuring of the HLF to minimise delay. If this bid is unsuccessful then timing a re submission to align with a period when there are less bids of a similar scale will assist in maximising the chance of success.
The project is delayed due to lack of suitable contractors or subcontractors	Low-Medium. It is acknowledged that there is a skill shortage in the UK, which is getting worse.	City & Country has been working with Essex Place Services to bring on apprentices. Further, the length of the project and scale of work involved means that training programmes can be facilitated within the project.
General Inflation is lower/higher than the 2.5% assumption	Low. The Bank of England is already talking about increasing interest rates over the coming years because of the rate of inflation to manage interest rates within the limits set by government.	Any gain or loss resulting from this is likely to be offset by a resulting decrease or increase in operating costs

## 7. WIDER PUBLIC BENEFITS

### CONTEXT AND BACKGROUND

- 7.1 The Priory is a collection of heritage assets of the highest status. Historic England publish a useful document that is relevant to the debate on the impact our Business Plan will have on the District economically. This is called Heritage Counts and the last edition was in 2017. Here is a link and it would be most useful to read this in full, however some relevant excerpts have been highlighted below together with some of these statistics in purple coloured text, which will be used later to generate the value of benefits:
- 7.2 <https://content.historicengland.org.uk/content/heritage-counts/pub/2017/heritage-and-the-economy-2017.pdf>
- 7.3 The headlines are:
- *"Heritage is an important source of employment and draws millions of visitors each year. England's unique collection of historic buildings provides premises for businesses, homes for residents and can help reverse decline in town centres."*
  - *"£16.4 Billion – Heritage tourism generated £16.4 billion in spending by domestic and international visitors."*
  - *£9.6 Billion – Repair and maintenance of historic buildings directly generated £9.6 billion in construction sector output."*
  - *£11.9 Billion – Gross Value Added (GVA)*
  - *278,000 – 278,000 people are employed in heritage."*
- 7.4 Of interest is how poorly the East of England performs in relation to the Gross Value Added, as it is the second worst performer out of the 9 regions identified in the graphic below. Compare the South East at £3.452 Billion and the East of England at £1.256 Billion; which are of similar land mass and proximity to London (certainly as far as St Osyth Priory is concerned). This highlights an opportunity for St Osyth and Tendring which should not be overlooked.

## THE REGIONAL DISTRIBUTION OF DIRECT, INDIRECT AND INDUCED HERITAGE GVA IN ENGLAND (£MILLIONS)

London;	£5,908
South East;	£3,452
South West;	£2,533
East of England;	£1,256
East Midlands;	£2,329
West Midlands;	£1,813
Yorkshire and The Humber;	£1,507
North West;	£2,170
North East;	£977

Total Heritage GVA £22,015 (mil)



7.5 In addition the report highlights:

*"According to DCMS's Taking Part Survey, three quarters of adults (73.2%) in England, or approximately 40 million people, visited a heritage site at least once in 2015/16. This is a statistically significant increase since the survey began in 2005/06 (69.9%) (DCMS, 2016a)."*

### TENDRING DISTRICT COUNCIL'S EMERGING LOCAL PLAN

7.6 This is relevant for Tendring as although it is already a mature tourist destination, it suffers from a short season, which is recognised in the Tendring District Council emerging Local Plan and it seeks to address this. I include below some relevant extracts from the emerging Local Plan.

*"6.6.1.1 Tourism is worth more than £276 million to Tendring District. Many of our District's jobs are related in some way to tourism, whether that is directly in hotels, caravan and chalet parks and tourist attractions or indirectly in shops, cafés and restaurants.*

*A significant proportion of new jobs in our District could come from tourism if the right action is taken by providing an appropriate range of tourist attractions and holiday accommodation. With that in mind, the Council's Tourism Strategy identifies the following four core objectives to develop tourism in Tendring District:*

- 1. increase the amount of money visitors spend in the District;*
- 2. extend the length of time visitors stay in the District;*
- 3. attract higher spending visitors;*
- 4. and improve the perception of the District as a tourism destination.*

*6.6.1.2 To achieve these objectives, the Tourism Strategy sets out five priorities for action:*

***Priority 1:** Marketing, Public Relations and E-tourism – working with businesses to make the best use of marketing and advertising, the internet, tourist information points and possible events and exhibitions to attract visitors.*

***Priority 2:** Thematic Product Development – building on the strengths of our District to develop a series of 'themed products' such as history and heritage, food and drink, family fun, countryside and nature, and myths and folklore.*

**Priority 3: Visitor Economy and Experience** – developing new and exciting products that will appeal to existing and new visitor markets including marinas, heritage attractions, up-market hotel and self-catering accommodation and interactive visitor facilities, along with improved public spaces, lighting and signage.

**Priority 4: Responsible Tourism** – making positive use of Tendring District's unique environmental assets like its countryside, coast and wildlife areas to promote activities like walking, cycling, sailing and bird watching.

**Priority 5: Business Support and Community Engagement** – working in partnership with businesses and other organisations to deliver projects to support growth in the Tendring District tourism industry."

- 7.7 The proposals for The Priory will if completed deliver on the four core objectives and the five action priorities.

#### HERITAGE TOURISM

- 7.8 The 2017 Heritage Counts publications supports this assertion along with positive facts that support that Heritage Tourism is a growing market:

*"Historic attraction numbers experienced strong growth in the last decade. In 2016, visits to historic houses/castles increased by 3% compared to 2% for all other English visitor attractions in the previous year. Since 2000, visits to historic attractions have risen by 50% (BDRC, 2017)."*

*"Tourism is expected to continue to grow in 2017 (Visit Britain, 2016b) – VisitBritain forecasts inbound visits to the UK to increase by 6% to 39.7 million visits and a 14% increase in visitor spending to £25.7 billion, compared to 2016."*

- 7.9 It also considers how Heritage tourism generates benefits in the local and national economy.

*"Visiting heritage generates money for the local economy – In 2010, research commissioned by the HLF estimated that for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p is spent in local businesses: restaurants, cafés, hotels and shops (HLF, 2010)."*

*"In a study commissioned by Heritage Lottery Fund, Oxford Economics estimates that the heritage tourism sector paid almost £2 billion to the Exchequer in tax revenue in 2015. This includes VAT, corporation tax and other taxes such as income tax, business rates and employer national insurance contributions (HLF, 2016)."*

- 7.10 Heritage Counts also considers how heritage regenerates areas, which is very relevant given the Council's desire to regenerate the area and in particular to tackle the issues at Jaywick; located so close to The Priory.

*"Our built heritage has formed the cornerstone of many successful regeneration projects in towns and cities across England. Local historic buildings add to the unique character of an area, help to foster a sense of community and have an important role in creating a sense of place and distinctiveness; this in turn attracts people, businesses and investment."*

*"The development of our historic built environment can drive wider regeneration, job creation, business growth and prosperity. Culture White Paper (DCMS, 2016b)"*

*"Investing in the historic environment generates economic returns for local places. On average, £1 of public sector expenditure on heritage-led regeneration generates £1.60 additional economic activity over a ten year period (AMION and Locum Consulting, 2010)."*

*"People spend more in their local economy after investment in the historic environment – In areas that had received investment in the historic environment, approximately one in five visitors in a survey of 1,000 stated they spent more in an area after investment in the historic environment than they did before. One in four businesses stated that the historic environment investment had directly led to an increase in business turnover (AMION and Locum Consulting, 2010)."*

#### HERITAGE REGENERATION

- 7.11 The English Heritage publication 'Heritage Works' supports the theory of heritage being a catalyst for regeneration, investment and the creation of jobs both directly and indirectly. The 2006 version

of the publication quotes Patrick Green, Director, The Museum of Science and Industry in Manchester:

*"For every £1 spent by visitors at the museum, £12 is spent elsewhere in the local economy. With 300,000 visitors spending £1.5m in 2000, the contribution to the prosperity of the region was £18m. To this can be added the goods and services purchased by the museum from local businesses, the employment of 120 people and the investment in new exhibitions and building work."*

- 7.12 Heritage regeneration and development creates more employment than normal development due to the more labour intensive craftsmanship compared to more mechanically-biased modern developments. It also means that important skills are not lost which would be very damaging for our nation's heritage. Heritage Counts recognises these issues:

*There is, however, a looming skills crisis as the workforce ages and the number of apprentices and trainees in heritage-related craft skills dropped 78% between 2005 and 2013-14 (Financial Times, 2016).*

## **SOCIAL BENEFITS**

- 7.13 Finally, as far as Heritage Counts 2017 is concerned, it recognises that Heritage provides social and well-being benefits in addition to the economic ones although it expresses them in an economic manner as that is the whole thrust of the publication.

*"Heritage and Social Value – So far, the economic contribution of heritage has been mainly expressed in terms of traditional macroeconomic measures such as Gross Value Added (GVA) and employment. To only focus on these measures, however, would be to significantly underestimate the full value of heritage to individuals, communities and the nation as a whole. The historic environment also has important social value which manifests itself in a sense of identity, memories, spiritual association, belonging and place (AHRC, 2015). The extent of this social value of heritage is explored in Heritage and Society (Historic England, 2017), however, its relevance here comes from the need to be able to take them into account when economic decisions are being made about conservation, preservation and funding."*

*"A study by Simetrica in 2014 estimated the well-being value of visiting heritage sites to be equivalent to £1,646 per person per year (Fujiwara et al., 2014). This is the amount of money that would have to be taken away from a person to restore them to the level of well-being they would have had, had they not visited a heritage site. This figure is more than participating in sports or the arts. Visiting a historic town or city was found to be the most beneficial."*

*"Research by VividEconomics and the National Trust estimate that for every £1 spent on parks services in Sheffield, £36 of benefits are generated for local residents (VividEconomics, 2016). The methods used in this research involved combining evidence on health and other benefits of urban parks and green space and presenting it in a financial reporting statement: a 'natural capital account.'"*

- 7.14 The 2010 version of the Heritage Counts Report 'Impact of Historic Environment Regeneration' 1 October 2010, states in its conclusion:

*"In addition to economic benefits, it is also evident that heritage led regeneration leads to a number of less tangible, but equally important, wider social, cultural and environmental benefits. A survey of nearly 1,000 people and interviews with over 120 businesses, along with consultations with individuals involved in the implementation of the case study projects, highlighted a range of social and environmental impacts that are strongly associated with improvements to historic buildings and places. The results of the 'on street' survey identified that:*

*"93% of respondents rated the projects assessed as making a good or very good contribution to the local environment;"*

*"over 90% of respondents indicated that investment in the historic environment had resulted in a nicer place in which to live, work and socialise, as well as a more attractive visitor destination;"*

*“some 92% of those that responded indicated that they would rate the projects assessed as either good or very good in terms of raising pride in the local area, while 93% rated the projects as good or very good in terms of creating a sense of place;”*

*“89% of respondents agreed or strongly agreed that the investment has created an environment with an enjoyable atmosphere and over 80% that the local areas are pleasant places to spend time in during the evening;”*

*“approximately 95% of respondents agreed or strongly agreed that the project areas were now a good place to meet friends;”*

*“perceptions of safety had also improved – the proportion of respondents that indicated positive feelings of safety increased from 81% to 91% during the day and from 85% to 94% after dark;”*

*“the historic environment contributes to determining where people choose to visit, with 91% of respondents identifying it as an important or very important factor. The influence of historic buildings and places in decisions about where to live and work appears to be somewhat lower at 74% and 68% respectively, but still a significant proportion of respondents; and 93% and 91% of respondents indicated that the project had improved the image of the immediate project area and of the wider town or city respectively.”*

7.15 The same trends are found in the Social Impacts of Heritage-led Regeneration produced by The Architecture Heritage Fund in 2008, which recognises the following social benefits that follow from heritage led regeneration:

*“Heritage-led regeneration is recognised as a socio-economic agent of change, creating employment and raising market values”*

*“heritage-led regeneration can influence on social issues such as crime, health, education and particularly social capital”*

*“the improvement of ... ‘disadvantaged people or places’ is the key outcome of heritage-led regeneration”*

*“Around 98% of people in England believe that the historic environment is a “vital educational asset” (Power of Place: The Future of the Historic Environment, English Heritage, 2000)”*

*“Heritage-led regeneration can [provide] opportunities for participation and training that may result in a long term change in attainment and future employment of individuals in deprived areas.”*

*“Participation in regeneration results in a sense of ownership, increasing civic pride, which in turn could improve the viability of the project”*

#### **GOVERNMENT INCOME FROM ACTIVITIES IN THE BUSINESS PLAN**

7.16 The wider benefits of the business plan are set out below.:

<b>10 Year Business Plan – Forecast Revenues, Income &amp; Distributions</b>		
<b>Description</b>	<b>Value / £</b>	<b>% of Income</b>
Income Year 1-10	£19,599,000	100.0%
Profits Year 1-10	£1,757,000	9.0%
Government & Local Authority Tax/Revenues Year 1-10	£7,399,000	37.8%

- 7.17 A later table [paragraph 7.22] shows that for every new house that is built at St Osyth Priory over 43.1% of its sale price value goes back to the Government in tax revenue. This figure is bolstered by the enabling development requirements, where the increase in land value is recycled back into the heritage asset and work of a public nature. The benefits and value will be enduring decades at the very least.
- 7.18 This following table only shows the 10 years covered by the Business Plan but the public benefits will last longer. Here the Government and Local Authority Tax/Revenues account for circa 37.8% of the business' total income as set out in the table above.
- 7.19 The following table below breaks down how that sum of £7.399M is made up, with £1.215M being Business Rates and Council Tax.

<b>10 Year Business Plan – Breakdown of Government &amp; Local Authority Tax/Revenues Yr 1–10</b>		
<b>Description</b>	<b>Value / £</b>	<b>% of Total</b>
Revenue & Taxes from Construction Works (ex s106 Works)	£825,000	11.2%
Corporation Tax on Profits	£696,000	9.4%
Dividend Tax	£1,428,000	19.3%
Employers' & Employees' Tax & NI Costs	£2,853,000	38.6%
VAT	£351,000	4.7%
Business Rates / Council Tax	£1,215,000	16.4%
Insurance Premium Tax	£31,000	0.4%
<b>TOTAL</b>	<b>£7,399,000</b>	<b>100.0%</b>

#### **FINANCIAL & ECONOMIC BENEFITS TO THE LOCAL ECONOMY**

- 7.20 The proposal will also create financial and economic benefits that will flow back into the local economy over the 10-year period. The figures from the Heritage Counts 2017 Report and earlier Heritage Works publications have been used for these calculations, as highlighted in purple above.

<b>10 Year Local Economy Benefits</b>	
Historic England 'Heritage Works' says £1 spent = £12 spent locally. For Visitor Centre <u>alone</u> this equals:	<b>£74,100,000</b>
HLF in 2010 estimated that for every 32 pence spent 68 pence is spend in local community:	<b>£41,600,000</b>
AMION and Locum Consulting 'Heritage Counts' stated that for every £1.00 invested in historic environment it generates an additional £1.60 locally:	<b>£31,400,000</b>
Vivid Economics and National Trust assert that £1 spent on park services generate benefits of £36 locally. For Visitor Centre alone equals:	<b>£222,400,000</b>

- 7.21 Excluding the last figure of £222M, which includes health benefits etc. as per the quotation, the average of these figures show that the Local Economy gains by £49.0M; whereas the profit made by the owner in relation to the Business Plan is £1.76M (plus the profit, if any, on the enabling development, which is usually limited to 15% on sales of any enabling development granted. This is subject to market risk and fluctuations with regard cost and sales).



7.22 The next table works out from the tax revenues associated with the Enabling Development approved by Tendring District Council's Planning Committee; which equates to 43.1% and generates £34.2M.

<b>Enabling Development &amp; s106 Repair Works – Breakdown of Government &amp; Local Authority Tax/Revenues *</b>		
<b>Description</b>	<b>Value /£</b>	<b>% of GDV</b>
West Field & Park Buildings 89 Units, and associated S106 Repair Works	£15,465,000	48.1%
Wellwick 190 Units, and associated S106 Repair Works	£18,798,000	39.7%
<b>TOTAL</b>	<b>£34,263,000</b>	<b>43.1%</b>
<i><b>NOTE: * Tax/Revenues include Corporation Tax, Dividend Tax, Income Tax, National Insurance, Stamp Duty, Irrecoverable &amp; Blocked Goods VAT and Insurance Premium Tax</b></i>		

7.23 These housebuilding activities also provide employment, which tends to be local although materials can come from abroad. The Home Builders Federation produce a calculator that works out the number of jobs that are supported as a result of construction works. The table below uses the results from this calculator. <https://www.hbf.co.uk/policy/policy-and-wider-work-program/hbf-housing-calculator/>

<b>Enabling Development &amp; s106 Repair Works – Estimated Number of Jobs Supported</b>		
<b>Description</b>	<b>No /People</b>	
West Field & Park Buildings 89 Units, and associated S106 Repair Works	337	
Wellwick 190 Units, and associated S106 Repair Works	638	
<b>TOTAL</b>	<b>975</b>	
<i><b>NOTE: Calculated using Home Builders Federation Housing Calculator</b></i>		

## 8. CONCLUSION

- 8.1. A Vision has been agreed with the Council that will see the site operated on a commercial basis with three components being the Functions and associated Accommodation, the Visitor Attraction and the Holiday Cottages lets.
- 8.2. This proposal generates an end value of £10,571,668 for the entire property when complete and fully operational, which would result in a £24,198,182 Conservation Deficit remaining.
- 8.3. The agreed Vision benefits from its ability to be delivered in phases, allowing the Conservation Deficit to be addressed over a period of time. The Conservation Deficit would reduce to £20,886,819 subject to the success of the Trust's currently proposed grant bids.
- 8.4. The Trust's Tithe Barn, Dairy, Cart Lodge, Abbot's Tower, new Visitor Centre and converted Atcost Barn, in conjunction with the Family's heritage assets (being the buildings, gardens and parkland) would form the key commercial elements of the Vision. The Tithe Barn, Dairy, Cart Lodge, new Visitor Centre and converted Atcost Barn, in conjunction with the parkland, can be operated in isolation from the other elements of the Vision. Conversion and restoration of the rest of the buildings, as funds become available, will complement and support the growth of the Visitor Attraction and Function businesses to the scale forecast in Appendix M. This will primarily involve the additional guest accommodation, events space in the Abbot's Lodgings and the Abbot's Tower viewing platform.
- 8.5. Given the time scales involved in the grant bid process, it proposed that the buildings with funding already secured will be put into residential use in the interim; until such a time the function business is operational and guest accommodation is required, which is programmed for 2023 at the earliest.
- 8.6. Subject to the success of the Trust's proposed grant application, £1.36m of Enabling Development is required to complete Phase 1. A planning application has been submitted for Land at Fooks Farm, which will generate circa £1.76m, if approved. This will secure the remaining funds required to complete Phase 1 and the surplus is proposed to be used to prevent further deterioration to the Darcy House; whilst a funding solution is secured.
- 8.7. The Trust is intending to progress another grant that will seek to restore the Abbot's Tower, using the £250,000 remaining from the Enabling Development money and hopefully securing a £3m grant funding. This will bring the total amount of grant to £5.85m, which is on the upper end of what, it is agreed, can realistically be secured in the short to medium term. Therefore, £16.4m of Enabling Development is required to complete Phase 2 (including the £496,887 proposed from Fooks Farm). This will complete the restoration of all the Heritage Assets listed on the Council's Committee Resolution.
- 8.8. The Trust are hoping to secure £400,000 worth of Gift Aid against the enabling development money, which has been included in these calculations. To date £100,000 has been achieved.
- 8.9. It is also anticipated that there may be more grant funding and surplus profits from the business operations available, but these fall outside the 10 year window. These are however estimated at this stage to be potentially £1m of grant and £160,000 of 'super profits'.
- 8.10. This would realistically exhaust the potential for grant funding in the short to medium term. There may be opportunities for further grants over the longer term but, as can be seen from the figures included with the Business Plan, if not addressed the Conservation Deficit grows at a frightening pace. This is because the heritage assets deteriorate and heritage restoration costs increase rapidly, especially in a buoyant construction market, due to skills shortages and the highly skilled and bespoke nature of the work. There are also lower status heritage assets within the estate that the Trust would wish to see restored, which have not been included on the Council's list. Together these two factors will mean that any remaining grants available over the longer term, will need to be used to cover these.
- 8.11. Commercial loans have been maximised over the 10 year period and although there is the ability to re-mortgage properties in the longer term, this would need to be decided taking into account the economic cycle; to ensure that neither the Trust nor the operating company goes into liquidation. This also pre-supposes that the venture is a success and that values hold up or increase. Whilst this is likely, it cannot be guaranteed, and in any event, there are also the lower

status heritage assets that will need addressing at some point if they are not to be lost forever. These remaining assets have little property value, so they would not in themselves qualify for commercial funding.

8.12. The Council could provide further loans in accordance with legislation, but none have been included at this stage because a response from the Council is outstanding.

8.13. The only credible remaining source of funding is therefore enabling development. Assuming the success of grant bids, it is proposed that Enabling Development funds should be allocated in the following order of priority, to ensure the heritage assets on the Council's list are brought back into good order and in beneficial use:

	Heritage Asset	Phase	Listing	Conservation Deficit
1.	Abbot's Lodgings Internal fit out	1	Grade I	£457,960
2.	Crenellated Wall	1	Grade II*	£904,752
3.	Darcy House South and East	2	Grade I	£9,786,521
5.	The Chapel	2	Grade I	£3,026,965
6.	West Barn	2	Grade II*	£3,811,611
7.	Brewhouse	2	Grade II	£903,290
8.	Rivers Wall	2	Grade II	£841,909
9.	Rose Garden Wall	2	Grade II	£1,153,810
	<b>TOTAL</b>			<b>£20,886,818</b>

8.14. The Family already own extensive areas of land in Tendring, some of which they feel would be suitable for enabling development. Due to the timescales involved with this Business Plan, they have the time and the track record to gain the necessary consents on this land and also to buy additional and suitable land that could fund relatively easily address this deficit.

8.15. The Family feel it is appropriate and in the interests of the heritage assets that the next big step forward in delivering the Vision is to agree the Business Plan with the Council. An agreed Business Plan will give all stakeholders an agreed strategy to work to and monitor progress against. It will provide a greater degree of confidence to the Trust and the Family so that they can start to deliver the first phase in earnest. It will also give greater confidence to other stakeholders, such as the HLF and Historic England, upon whom the Trust's success is so dependent. It will give confidence to the public that this project is going to happen, that the heritage assets will be saved and put to a good use and it will demonstrate to them that the Vision delivers significant public benefits far in excess of the investment required. Finally, it will also provide the Family with the time, confidence and ability to make the additional investment needed to bring forward enabling development of this magnitude.

8.16. This really is a beneficial solution for **all** the stakeholders, if we can all work together to deliver a project that will provide an extremely beneficial long-term legacy for current and future generations; ensuring this collection of unique and outstanding heritage assets are preserved for and appreciated in the long term.

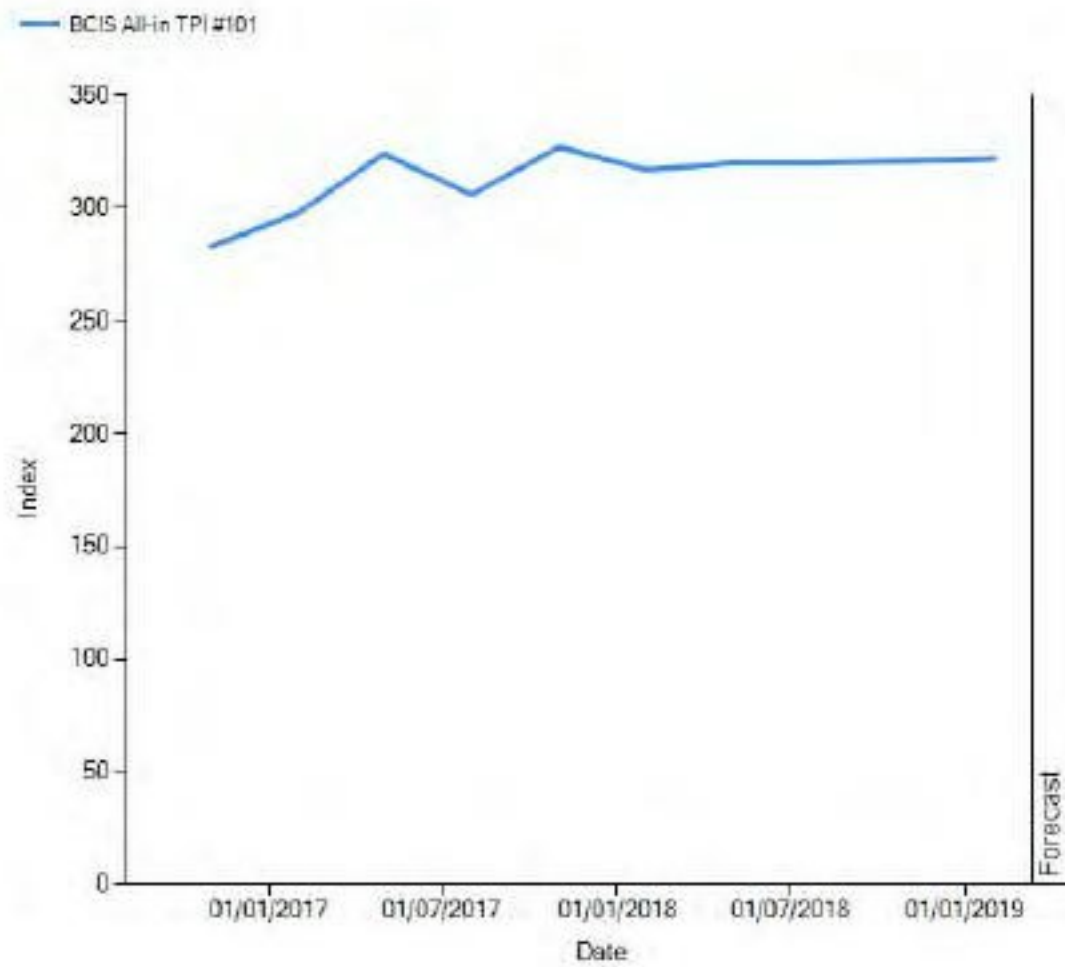
Private & Confidential

## BCIS All-in TPI #101

Base date: 1985 mean = 100 | Updated: 01-Mar-2019 | #101

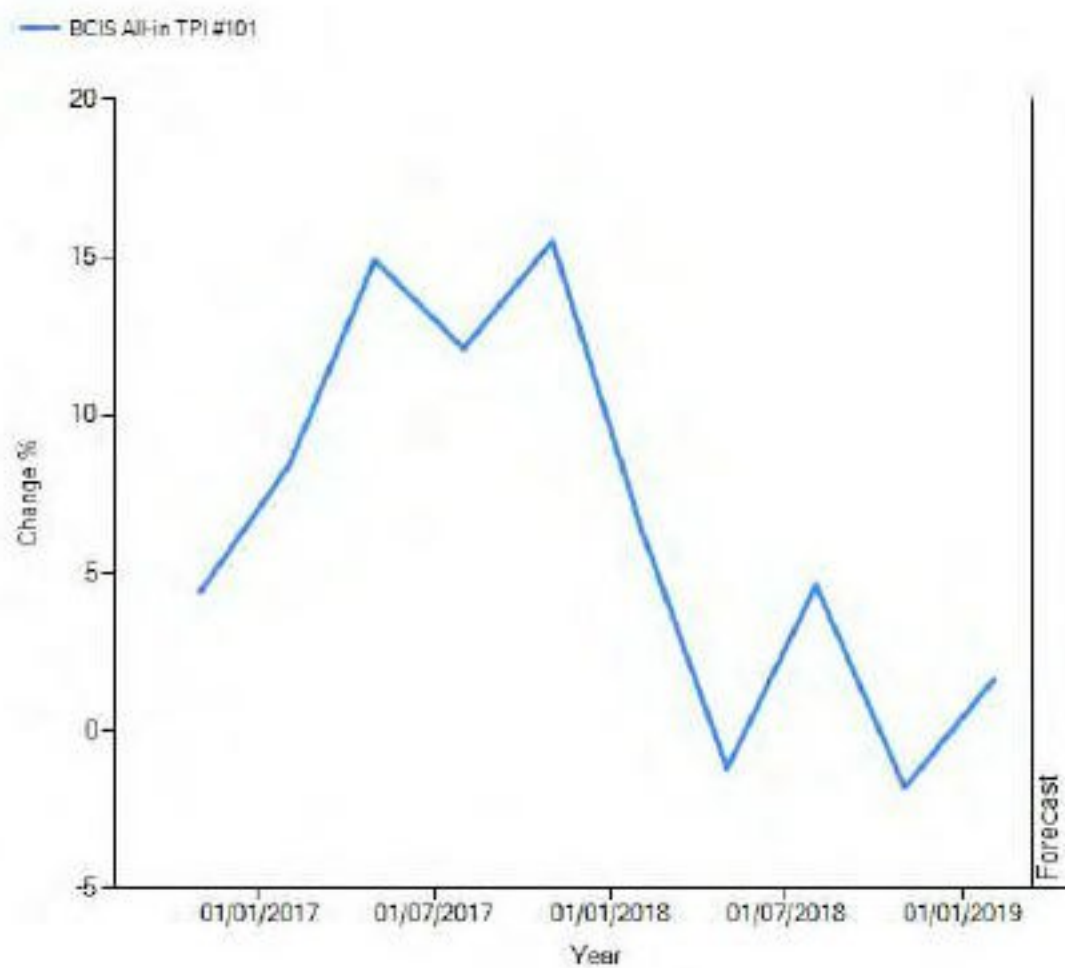
Date	Index	Sample	Percentage change		
			On year	On quarter	On month
4Q 2016	283	25	4.4%	3.7%	
1Q 2017	298	28	8.4%	5.3%	
2Q 2017	324	23	14.9%	8.7%	
3Q 2017	306	Forecast 19	12.1%	-5.6%	
4Q 2017	327	Forecast 19	15.5%	6.9%	
1Q 2018	317	Forecast 8	6.4%	-3.1%	
2Q 2018	320	Forecast 8	-1.2%	0.9%	
3Q 2018	320	Forecast 4	4.6%	0.0%	
4Q 2018	321	Provisional	-1.8%	0.3%	
1Q 2019	322	Forecast	1.6%	0.3%	

### Index value over time



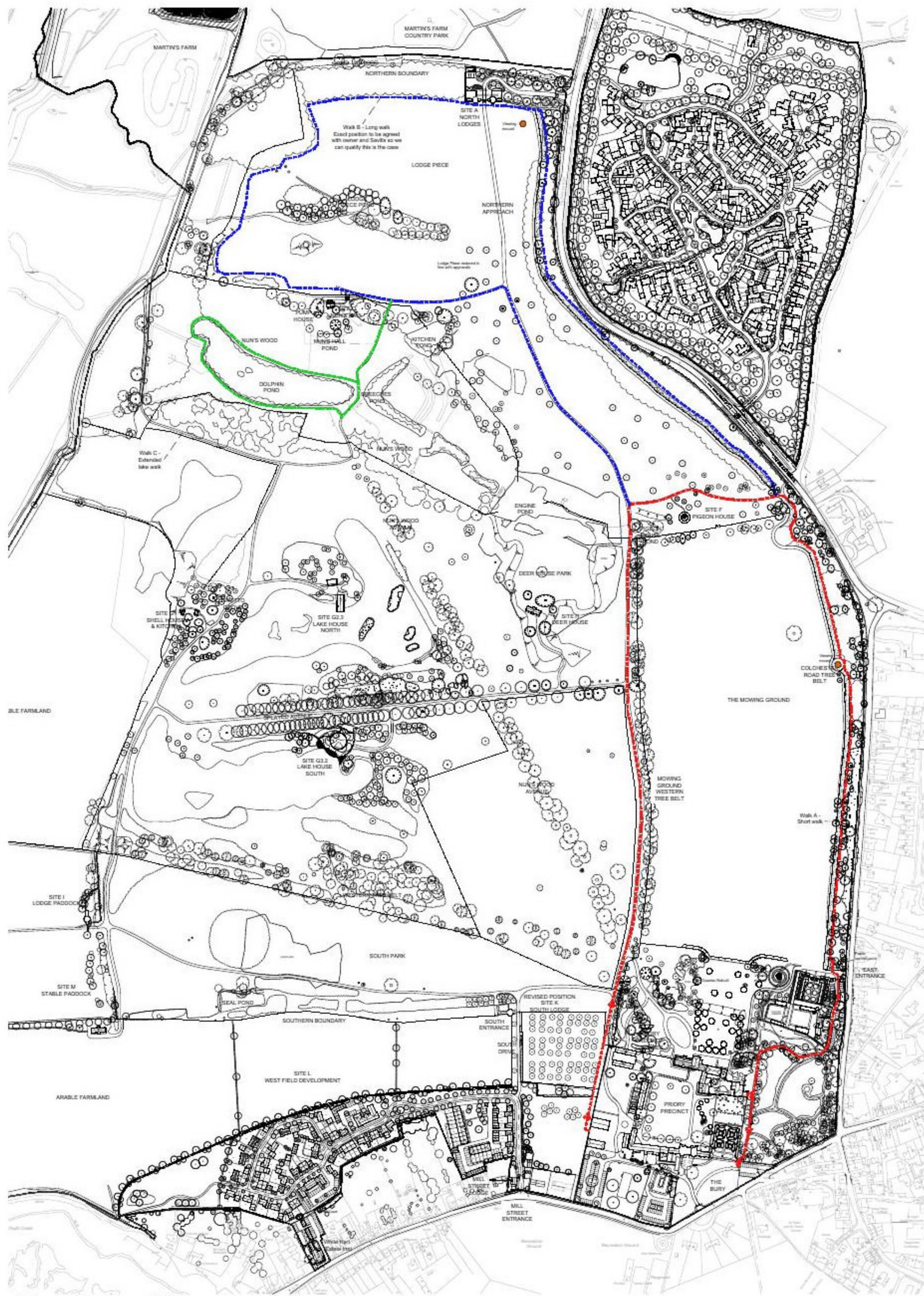
### Percentage change over time

Percentage change: Year on year



APPENDIX B VISION LAYOUT

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Priory Estate - Walks plan

**Key**

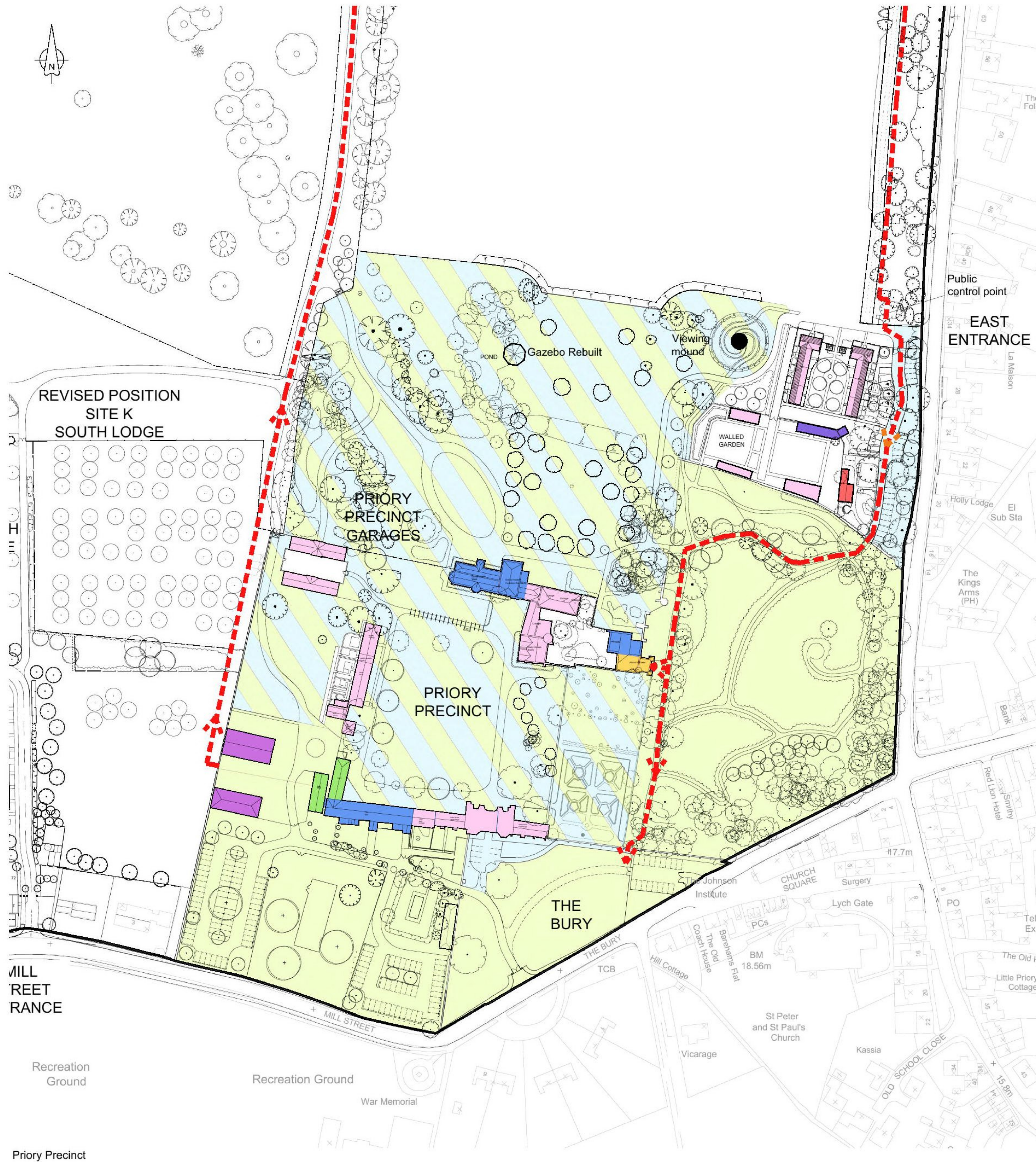
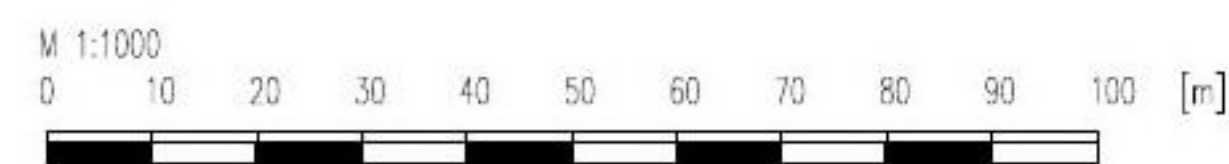
- Function/ Wedding Space. Public Access when not in use
- Spa / Treatment Rooms
- Shops (Food & Gifts)
- Cafe / Play Barn
- Abbots tower - Exhibition Space
- Guest Accommodation
- Private Residential (tenanted)

- Measured Walk Route 1
- Measured Walk Route 2 & Access route to Abbots tower and Gardens
- Measured Walk Route 3

All walks are indicative and subject to final approval.

The areas are approximate and subject to change in order to deliver business plan strategies so as to reduce the conservation deficit

- Access for Wedding events / Functions only
- Access to Public
- Public Access when there are no wedding events running



Priory Precinct

B	08.08.18	Public access areas amended	SAH
A	13.06.18	Amended to comments	SAH
Revision	Date	Amendment	Initials

Drawing Title			
St Osyth's Priory Estate Precinct Use & Access Plan			
Drawing Number			
CC-0175-VAP04			
Revision		Scale @ A1	
B		1:1000 - 1:2000	
Drawn By		Date Started	
SAH		June 2018	
Checked by		Date	
		08.08.2018	

Development  
**St. Osyth Priory**  
 St. Osyth, Essex

**CITY & COUNTRY**  
 BENTFIELD PLACE, BENTFIELD ROAD, STANSTED, ESSEX, CM24 8PL  
 TEL: 01279 817 882 | FAX: 01279 817 883 | E-MAIL: info@cityandcountry.co.uk



APPENDIX C PHASING PLAN

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**Phase 1**

- 5 Abbots Tower (Grade I Listed & SAM)
- 7 Darcy House West Wing (Grade I Listed)
- 9 Bailiff's Cottage (Grade II\* Listed)
- 13 Dairy (Grade II Listed)
- 14 Cart Shed (Grade II Listed)
- 15 Tithe Barn (Grade II\* Listed)
- 16 Tithe Cottage (Grade II\* Listed)
- 17 Gate House West Wing (Grade I Listed)
- 18 Gate House East Wing (Grade I Listed)
- WL1 Crenellated Wall South of Gate House (Grade II\* Listed & SAM)
- WL8 Topiary and Rose Garden West Wall (Grade II Listed)
- WL9 Topiary and Rose Garden East Wall (Grade II Listed)

**Phase 2a**

- 4 Chapel (Grade I Listed & SAM)
- 6 Darcy House East Wing (Grade I Listed)
- 8 Darcy House South Wing (Grade I Listed)
- 10 West Barn (Grade II\* Listed)
- 11 Brew House (Grade II Listed)
- 12 Drying Shed (Grade II Listed)
- 24 Part Of Kitchen (Grade I Listed & SAM)
- 25 Part Of North Range Wall (Grade I Listed & SAM)
- WL10 Remains of Rivers House (Grade I Listed & SAM) as part of Ruin

**Phase 2b**

- 1 Walled Garden (Grade II Listed)
- 2 Gardener's Cottage
- 3 Ruin (Grade I Listed & SAM)
- 19 Japanese Pond (Grade II Listed as part of Registered Park & Garden)
- 20 Ha Ha
- 21 Garden Steps (Grade II Listed)
- 22 Urn On Pier (Grade II Listed)
- 23 Urn (Grade II Listed)
- 27 Pump (Grade II Listed)
- 28 Pump
- WL2 West Wall (Grade II\* Listed & SAM)
- WL3 West Wall Fronting Mill Street (Grade II\* Listed & SAM)
- WL4 West Wall to Western Boundary (Grade II\* Listed & SAM)
- WL5 East Wall East of Gate House Fronting Bury (Grade II\* Listed & SAM)
- WL6 East Wall East of Bury (Grade II\* Listed & SAM)
- WL7 East Wall Fronting Colchester Road (Grade II\* Listed & SAM)

SAM = Scheduled Ancient Monument.



**ST. OSYTH PRIORY**

**CITY & COUNTRY GROUP  
FOR  
THE SARGEANT FAMILY**

**BUSINESS PLAN PHASING**

Revisions:

A Listing Descriptions corrected 30.10.2018 SAH

CC-0175-BPP111

SCALE: Not To Scale  
DATE: March 2018

REV.A

DRAWN: SAH

## APPENDIX D TRUST CASHFLOW

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Totals	
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19		
Rental Income (Inc Abbot's Tower from Year 8 onwards)	£0	£0	£0	£0	£123,454	£123,454	£123,454	£123,454	£141,454	£157,677	£157,677	£157,677	£157,677	£160,042	£178,397	£178,397	£178,397	£178,397	£178,397	£178,397	£201,840	£2,519,844
LTG rentals																	£15,000	£15,000	£15,000	£15,000		£60,000
Enabling Development Money	£400,000		£400,000	£400,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0				£1,200,000
Grant Income (Tithe Barn, Dairy and Cart Lodge)		£108,600	£1,395,661	£1,395,661	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0				£2,899,922
Development Costs (Tithe Barn, Dairy and Cart Lodge)		(£138,600)	(£2,409,606)	(£2,409,606)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0				(£4,957,811)
Grant Income Abbot's Tower (ABT)	£0	£0	£256,098	£256,098	£0	£0	£1,056,435	£1,056,435	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0				£2,625,065
Development Costs Abbot's Tower	£0	£0	(£438,207)	(£438,207)	£0	£0	(£1,149,326)	(£1,149,326)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0				(£3,175,065)
Loan Income/ Repayment Tithe complex	£0	£0	£452,467	£519,459	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£120,957)	(£963,388)
2nd Loan for ABT							£50,000	£50,000														£100,000
2nd Loan repayment														£15,192	£15,192	£15,192	£15,192	£15,192	£15,192	£15,192	£15,192	£121,535
Annual running costs	(£10,000)	(£20,000)	(£30,000)	(£30,750)	(£31,519)	(£32,307)	(£33,114)	(£33,942)	(£34,791)	(£35,661)	(£36,552)	(£37,466)	(£38,403)	(£39,363)	(£40,347)	(£41,355)	(£42,389)	(£43,449)	(£44,535)	(£45,649)	(£46,790)	(£701,590)
Super Profits	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£22,000	£32,000	£32,000	£32,000	£32,000	£32,000	£160,000
Fund Raising	£0	£10,000	£15,000	£35,375	£36,259	£37,166	£38,095	£39,047	£40,024	£41,024	£42,050	£43,101	£44,179	£45,283	£46,415	£47,575	£48,765	£49,984	£51,234	£52,514	£53,824	£763,090
Gift Aid	£100,000	£150,000	£150,000	£150,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£400,000
Longer Term Grant Income (LTG)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£999,999
Development costs																(£555,555)	(£555,555)	(£555,555)				(£1,666,665)
3rd Loan for LTG																£175,000	(£48,362)	(£48,362)	(£48,362)	(£48,362)	(£48,362)	(£18,446)
Loan repayment																						£0
<b>Net cashflow</b>	<b>£490,000</b>	<b>(£40,000)</b>	<b>(£208,587)</b>	<b>(£121,969)</b>	<b>£7,238</b>	<b>£7,356</b>	<b>(£35,413)</b>	<b>(£35,289)</b>	<b>£25,730</b>	<b>£42,083</b>	<b>£42,217</b>	<b>£42,355</b>	<b>£57,688</b>	<b>£60,197</b>	<b>£78,700</b>	<b>£63,630</b>	<b>(£144,576)</b>	<b>(£144,417)</b>	<b>£77,968</b>	<b>£101,579</b>	<b>£366,489</b>	
Balance b/fwd	£0	£490,000	£450,000	£241,413	£119,444	£126,681	£134,037	£98,624	£63,325	£89,064	£131,148	£173,365	£215,720	£273,408	£333,605	£412,305	£475,935	£331,359	£186,942	£264,910	£366,489	
<b>Balance c/fwd</b>	<b>£490,000</b>	<b>£450,000</b>	<b>£241,413</b>	<b>£119,444</b>	<b>£126,681</b>	<b>£134,037</b>	<b>£98,624</b>	<b>£63,325</b>	<b>£89,064</b>	<b>£131,148</b>	<b>£173,365</b>	<b>£215,720</b>	<b>£273,408</b>	<b>£333,605</b>	<b>£412,305</b>	<b>£475,935</b>	<b>£331,359</b>	<b>£186,942</b>	<b>£264,910</b>	<b>£366,489</b>		

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## APPENDIX E BUSINESS FINANCIALS

St Osyth Priory Wedding & Event Financial Analysis															
Summary															
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
<b>Gross Income</b>															
Weddings & Events	£0	£0	£0	£0	£640,727	£929,298	£1,107,586	£1,233,849	£1,396,017	£1,576,867	£1,616,288	£1,666,930	£1,708,603	£1,762,071	£1,806,122
Bed & Breakfast	£0	£0	£0	£0	£524,833	£608,189	£590,464	£586,603	£573,830	£555,159	£569,038	£583,264	£597,846	£612,792	£628,112
Glamping	£0	£0	£0	£75,468	£96,694	£99,111	£121,907	£124,955	£128,079	£131,280	£134,562	£137,927	£141,375	£144,909	£148,532
Visitor Centre	£0	£0	£0	£0	£403,633	£545,436	£741,914	£884,976	£1,124,488	£1,191,575	£1,286,539	£1,326,889	£1,420,191	£1,455,696	£1,559,670
Trust Rent	£0	£0	£0	£0	£123,454	£123,454	£123,454	£123,454	£141,454	£157,677	£157,677	£157,677	£157,677	£160,042	£178,397
<b>TOTAL</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£75,468</b>	<b>£1,665,887</b>	<b>£2,182,035</b>	<b>£2,561,872</b>	<b>£2,830,383</b>	<b>£3,222,414</b>	<b>£3,454,881</b>	<b>£3,606,428</b>	<b>£3,715,010</b>	<b>£3,868,015</b>	<b>£3,975,468</b>	<b>£4,142,436</b>
<b>Operating expenses</b>															
Weddings & Events	£0	£24,038	£24,038	£90,504	£787,397	£901,818	£972,730	£1,024,729	£1,088,019	£1,195,835	£1,216,053	£1,242,197	£1,264,001	£1,291,976	£1,358,074
Bed & Breakfast	£0	£12,925	£12,925	£33,765	£463,173	£499,095	£486,904	£481,509	£472,378	£485,274	£488,446	£491,732	£495,136	£498,663	£529,727
Glamping	£0	£0	£49,034	£51,358	£55,737	£55,687	£61,700	£64,045	£66,485	£69,034	£71,667	£74,418	£77,283	£80,267	£83,374
Visitor Centre	£0	£0	£5,656	£5,656	£603,401	£745,363	£885,946	£956,967	£1,048,175	£1,114,835	£1,170,027	£1,201,423	£1,261,934	£1,296,282	£1,377,461
Trust Rent	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL</b>	<b>£0</b>	<b>£36,962</b>	<b>£91,652</b>	<b>£181,282</b>	<b>£1,909,709</b>	<b>£2,201,963</b>	<b>£2,407,280</b>	<b>£2,527,250</b>	<b>£2,675,058</b>	<b>£2,864,978</b>	<b>£2,946,193</b>	<b>£3,009,771</b>	<b>£3,098,354</b>	<b>£3,167,188</b>	<b>£3,348,637</b>
<b>Operating Profit</b>															
Weddings & Events	£0	£-24,038	£-24,038	£-90,504	£-146,670	£27,480	£134,857	£209,120	£307,998	£381,031	£400,235	£424,733	£444,602	£470,094	£448,048
Bed & Breakfast	£0	£-12,925	£-12,925	£-33,765	£61,660	£109,094	£103,560	£105,095	£101,451	£69,885	£80,592	£91,532	£102,710	£114,129	£98,385
Glamping	£0	£0	£-49,034	£24,111	£40,957	£43,424	£60,207	£60,910	£61,593	£62,247	£62,895	£63,508	£64,092	£64,642	£65,157
Visitor Centre	£0	£0	£-5,656	£-5,656	£-199,767	£-199,927	£-144,032	£-71,991	£76,313	£76,740	£116,511	£125,466	£158,257	£159,414	£182,209
Trust Rent	£0	£0	£0	£0	£123,454	£123,454	£123,454	£123,454	£141,454	£157,677	£157,677	£157,677	£157,677	£160,042	£178,397
<b>TOTAL</b>	<b>£0</b>	<b>£-36,962</b>	<b>£-91,652</b>	<b>£-105,814</b>	<b>£-243,821</b>	<b>£-19,929</b>	<b>£154,592</b>	<b>£303,133</b>	<b>£547,356</b>	<b>£589,903</b>	<b>£660,234</b>	<b>£705,239</b>	<b>£769,661</b>	<b>£808,279</b>	<b>£793,799</b>
	#DIV/0!	#DIV/0!	#DIV/0!	-140%	-15%	-1%	6%	11%	17%	17%	18%	19%	20%	20%	19%
<b>Combined Cashflows including Construction Costs for NPV calc.</b>															
Weddings & Events	£0	£-433,768	£-433,768	£-90,504	£-146,670	£27,480	£134,857	£209,120	£307,998	£381,031	£400,235	£424,733	£444,602	£470,094	£448,048
Bed & Breakfast	£0	£-233,235	£-233,235	£-83,476	£61,660	£109,094	£103,560	£105,095	£101,451	£69,885	£80,592	£91,532	£102,710	£114,129	£98,385
Glamping	£0	£0	£-401,034	£24,111	£40,957	£43,424	£60,207	£60,910	£61,593	£62,247	£62,895	£63,508	£64,092	£64,642	£65,157
Visitor Centre	£0	£0	£-77,064	£-77,064	£-271,176	£-199,927	£-144,032	£-71,991	£76,313	£76,740	£116,511	£125,466	£158,257	£159,414	£182,209
Trust Rent @90%	£0	£0	£0	£0	£111,109	£111,109	£111,109	£111,109	£127,309	£141,909	£141,909	£141,909	£141,909	£144,038	£160,557
<b>TOTAL</b>	<b>£0</b>	<b>£-667,003</b>	<b>£-1,145,101</b>	<b>£-226,933</b>	<b>£-315,230</b>	<b>£-19,929</b>	<b>£154,592</b>	<b>£303,133</b>	<b>£547,356</b>	<b>£589,903</b>	<b>£660,234</b>	<b>£705,239</b>	<b>£769,661</b>	<b>£808,279</b>	<b>£793,799</b>

APPENDIX F UK HOUSE PRICE INDEX

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# UK House Price Index

## 3/13/2019

### House price index by type of property in Tendring

November 2016 – February 2019

	Reporting period	Sales volume	House price index All property types
Nov 2016	monthly	307	117.7
Dec 2016	monthly	251	120.4
Jan 2017	monthly	226	121.5
Feb 2017	monthly	213	122.4
Mar 2017	monthly	287	122.8
Apr 2017	monthly	234	125.6
May 2017	monthly	276	126.9
Jun 2017	monthly	239	130.3
Jul 2017	monthly	308	130.3
Aug 2017	monthly	283	131.3
Sep 2017	monthly	260	130.6
Oct 2017	monthly	281	130.7
Nov 2017	monthly	277	130.5
Dec 2017	monthly	271	130.3
Jan 2018	monthly	221	131.1
Feb 2018	monthly	224	133.0
Mar 2018	monthly	198	132.2
Apr 2018	monthly	196	131.2
May 2018	monthly	246	129.4
Jun 2018	monthly	231	130.0
Jul 2018	monthly	198	131.9
Aug 2018	monthly	295	132.5
Sep 2018	monthly	224	134.8
Oct 2018	monthly	260	134.1
Nov 2018	monthly		136.0
Dec 2018	monthly		135.3

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24 September 2018  
Letter C&C 24 September 2018

Sam Bampton  
Planner  
City & Country  
Bentfield Place  
Bentfield Road  
Stansted  
Essex  
CM24 8HL

Dear Sam

**Review of projections in November 2017 report**

Following our discussion earlier today I have now had an opportunity to review our report and the financial projections and consider what if any adjustments should be made given that two years have since passed and the ongoing uncertainties of Brexit.

The weddings market is becoming increasingly competitive and I would be nervous about increasing venue hire and accommodation charges at this stage in connection with these events. I am confident that the rates suggested are appropriate in the 2018/2019 market. In terms of the number of events, I am also confident that the projected growth and ceiling remains realistic and achievable.

In relation to the bed and breakfast and holiday accommodation (cottages and glamping) business, we see evidence that the UK domestic tourism market is becoming stronger as the value of Stirling has decreased against the Euro and more consumers choose to holiday in the UK. This is good news for destinations such as St Osyth and we think it is likely that demand for domestic holiday accommodation will at least remain strong and possibly increase in the next few years. As with all the markets under consideration, levels of competition continue to increase and achieving the projected levels of occupancy will depend to a great extent on providing the high quality and differentiated offer which is planned. Again, we are confident that the occupancy levels are realistic but would not suggest increasing these projected levels for business planning purposes.

In summary, we do not believe that economic and political conditions will adversely affect projected targets for the various proposed enterprises at St Osyth and indeed may help to increase occupancy. However, given the increasing competitiveness of these markets, we do not recommend any adjustments to the existing figures.

I hope that the above is helpful and please do not hesitate to contact me if you have any queries.

Yours sincerely

A solid black rectangular box used to redact the signature of Simon Foster.

Simon Foster  
Director



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# Business Plan

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St Osyth Priory, Clacton-on-Sea, CO16 8NZ

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## 1. Options Appraisal

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## **1.1. Introduction**

There is consensus from Savills and Colliers that there is potential to develop the following trading enterprises at St Osyth:

- 1) A weddings and events business
- 2) Guest accommodation, in association with events and separately as B&B/self-catering holiday lets
- 3) A day visitor attraction with associated catering and retail facilities
- 4) Activities in the parkland
- 5) Apartments available on longer lets/leases

Based on these reports, we have further considered the options for the optimum format, style and viability of these enterprises and this is explored as follows:

## **1.2. Weddings and Events**

The Savills 2016 Feasibility Study highlighted a number of key points about the weddings market:

- The total population size within a 45-minute drive time is not large enough to attract an external weddings operator
- Although the age band 25-34 is underrepresented in the St Osyth compared with the UK as a whole, the Mosaic Group Aspiring Homemakers is over represented at 11.74% of the local population
- There is a growing demand for destination wedding venues, where the bride and groom usually have no local connection, but are willing to travel to venue that offers a) a significant amount of guest accommodation and b) something special or unique
- The UK weddings market remains strong, with most high quality venues seeing a consistent or growing number of bookings
- There is a lack of historic house and/or exclusive use wedding venues in the local area and although there are 3 similar barn venues within 30 miles, none of them offer a significant amount of guest accommodation
- At least 70% of all UK weddings involve a civil ceremony or partnership, rather than in a Church
- Venues with an informal or rustic feel are doing particularly well – especially barns
- Venues which offer facilities for civil weddings, receptions and overnight accommodation are particularly successful
- Venues which offer flexibility in terms of choice of suppliers, tend to be particularly successful
- The optimum capacity for a wedding venue is 150 guests. Typically the bride assumes she will want to invite this many guests, but in reality the actual number of guests on the day is 80 – 120 maximum. In 2016, the average number of guests attending a CHWV event was approximately 85

Whilst Darcy House can add value to the weddings offer, it should not be the focus of the weddings offer as suggested by Colliers. Demand for historic house wedding venues is generally in decline and is less strong than for barn venues, but where both can be offered this can be a very compelling offer.

We have therefore concluded that the St Osyth weddings offer should be based on use of Darcy House for a civil ceremony, photographs and drinks reception, followed by a wedding breakfast and evening party in the Tithe Barn. The combination of a stately setting for the formalities, followed by a more relaxed and informal area for the entertainment will have great appeal in the marketplace.

We also believe that the additional offer of the Chapel (de-consecrated) and an outdoors garden Gazebo as alternative venues for a civil ceremony or partnership will add further value to the St Osyth weddings offer.

The St Osyth weddings offer should be based on exclusive use, which is again highly valued in the weddings market. It will therefore be important that any day visitor activity is located out of sight of the weddings business. Whilst limited activity in the parkland should not present a problem, any activity around the Precinct, Rose Garden, Abbots Tower or Tithe Bar will impact negatively on the weddings offer. We have therefore concluded that the hub of the day visitor business should be located in the Walled Garden area, with a separate access from the Colchester Road.

We agree with Colliers that St Osyth can attract approximately 60 weddings per year by Year 5 of trading, but suggest that their average venue fee of £3,000 is too low. We would expect an average venue fee of £3,750 plus VAT for a 1 day/1 night booking.

The Savills Feasibility Study also highlighted that there is potential to attract a number of corporate events and private celebrations (milestone birthdays, anniversaries etc) and the event facilities, bedroom accommodation and parkland for associated activities make St Osyth an attractive venue.

Given the strength of the weddings market and the potential to create exceptional event facilities at St Osyth we have concluded that the Weddings and Events facilities should be create as a priority at Phase 1.

### **1.2.1. Wedding and Event Facilities**

#### **Abbots Lodgings/ Darcey House**

We have concluded that the large upstairs room be used for civil wedding ceremonies and partnerships and the downstairs for a drinks and photographs afterwards, with the ability to spill outside on pleasant days. This will enable guests to congregate downstairs before the ceremony.

The wedding breakfast, evening party and most corporate events will be held in the Tithe Barn as it is an impressive and informal space for large scale entertaining.

We have identified that the following event facilities will be required:

- 1) 150 banqueting chairs for civil ceremonies and partnerships
- 2) A platform lift for disabled access
- 3) A disabled toilet
- 4) Toilets: Men's 3 urinals and a 1 cubicle; Women's minimum 3 cubicles
- 5) A small commercial kitchen and serving area with appropriate ventilation/extraction

#### **Tithe Barn**

The following facilities will be needed:

- 1) A larger commercial kitchen and serving area with appropriate ventilation/extraction, situated at the west end of the bar to service both the main banqueting area and smaller breakfast/conference area in the Cart Shed
- 2) Seating area for circa 150 guests but with the ability to partition areas for smaller parties
- 3) 5'6" Round tables for 10 guests and alternative 6' trestles for 6 guests

- 4) 150 banqueting chairs
- 5) Separate dance floor area, without the need to remove dining tables
- 6) An outside seating area on the south side of the barn, so that it faces away from Darcey House and minimises noise disturbance for residents
- 7) A separate breakfast area in the Cart Shed for overnight guests to accommodate up to 70 guests. Designed to double up as a smaller event room for smaller weddings, corporate events or conferences
- 8) Reception and Sales Office area in the Dairy

## **Wedding and Event Catering**

As flexibility is valued in this market, St Osyth will offer three or four nominated caterers so that clients have a degree of choice. Where multiple caterers are offered it is more common to agree a 10% commission arrangement and we therefore believe that 12-14%, as suggested by Colliers, is more appropriate for sole caterer rights and where control of both food *and* beverage sales is offered. St Osyth will control all drink sales under its own Premises License as the profit margins are so high.

One of the nominated caterers will be appointed for corporate event catering as experience shows that clients tend to be reluctant to choose from a selection, as in the weddings market.

## **1.3. Accommodation**

### **1.3.1. Family Use and Longer Term Residential Lets**

The West Wing of the house is earmarked for family occupation and as it is located adjacent to and will be impacted by the Abbots Lodge event areas, we have concluded that this part of the house is unsuitable for longer term residential letting.

However, the East and South Wings of the house are further removed from these event areas and can be converted for longer term residential use, with access from the north of the house. We are therefore confident that these wings are better suited to longer term letting as there will be minimal conflict with events in the Abbots Lodge and Tithe Barn.

We have also concluded that the West Barn, Toll Barn and Bailiffs Cottage should be converted into residential units for longer lets. All of these buildings are deemed to be far enough away from the Tithe Barn to avoid conflict with and noise disturbance from weddings and events.

### **1.3.2. Weddings and Events**

Based on current national averages, we have assumed that most weddings at St Osyth will attract 80-100 day guests and 20-50 additional evening guests.

In order to make St Osyth an attractive wedding venue with UK-wide appeal, it will be important to offer an appropriate amount of on-site guest accommodation. Based on 100 guests, we have assumed that approximately 70% of those guests will require accommodation. Therefore, it is expected that on average 30-40 on site guest suites will be required and that this could increase if the wedding venue is successful in attracting larger wedding parties from further afield.

In the original Savills Feasibility Study it was assumed that all the restoration works to the Priory Precinct buildings would be completed at an early stage and that 40 accommodation suites would be available within the existing buildings.

Currently funds have not been secured to undertake all these restoration works, as a conservation deficit still exists. In addition, members of the Sargeant family still reside in the Priory and will do so for at least the short to medium term.

In an attempt to overcome this the Sargeant family wish to construct new build guest suites to the West of the Tithe Barn, close to the Wedding Venue. This will help to tidy up this area, replacing the existing utilitarian buildings with ones that are more appropriate in the heritage setting of the Priory.

Initially plans were drawn-up for 42 guest suites. Savills subsequently reviewed these plans and suggested that although new build 'standard quality' suites are a good option for the majority of guests, a number of additional more exclusive suites, located within one of the historic buildings would be preferable for the bridal party and close family.

The number of proposed new build suites was therefore reduced to 28 rooms and a number of more exclusive suites proposed within one of the existing historic buildings.

Following this advice, the Sargeant family and City & Country having reviewed the buildings within the Precinct and considered whether they are suitable for use as guest suites, having now secured funding. This process identified the Gatehouse House as the most appropriate building for the more exclusive guest suites because:

- It already has funding secured for its restoration via the enabling development
- The central section is currently unused
- The central section contains a grand room that offers an ideal location for a bridal suite

Plans have been compiled that would create 7 luxury suites within the Gatehouse to be available as wedding accommodation. In total, between the Gatehouse (7 luxury suites) and the new build (28 rooms) there are 35 guest suites proposed.

The 28 new build guest suites will be funded by commercial income streams and therefore can be built quickly without having to first address the conservation deficit on the Priory. This has three main benefits:

1. It will generate a land value just like enabling development that will reduce the deficit
2. It will mean that the Wedding Venue can be operational at an early stage, bringing forward incomes streams that can be used to address the deficit
3. It means that once restored the remaining buildings in the Precinct, such as the Darcy House East Wing, can be used as longer term lets as set out above. This will increase the end value of the Priory by having both Wedding Venue and residential values and this in turn will reduce the conservation deficit

Savills agree that the uses suggested above is the optimal viable use for the buildings within the Priory Precinct.

We believe that this is also an appropriate amount of guest accommodation for residential corporate events and private parties and with the ability to accommodate most guests on site, will enable St Osyth to attract events from all over the UK.

These 28 new build guest bedrooms can be created relatively quickly and cost effectively and will enable the weddings and events business to generate a high level of revenue from an early stage. The more costly conversion of existing heritage buildings can therefore take place in a phased way, as profitable income is generated.



We have considered what impact on the events business would arise if there was no guest accommodation available at St Osyth and have concluded that without any bedroom accommodation there would be at least a 50-60% reduction in bookings.

With only 7 luxury guest suites and no additional new build rooms, we believe that bookings would reduce by approximately 25-30% as St Osyth would only really be attractive to the local market.

### 1.3.3. Bed and Breakfast Accommodation

Given the importance of the weddings and events business as a key income generator at St Osyth and the need for associated guest accommodation, it is important to recognize that the availability of the same accommodation for B&B or self-catering holiday use will be constrained to some extent by wedding use, particularly at weekends.

It will not be practical to offer accommodation for individual B&B and self-catering holiday in the Precinct area while a wedding is taking place as the potential for noise disturbance is too great. Furthermore, most if not all bedroom accommodation will be let at weekends in association with weddings and other events.

We have therefore concluded that the 28 new build bedrooms and 7 guest suites in the West Gatehouse be available on a bed and breakfast basis **only** when events are not taking place and probably on a 10-week lead time basis to avoid potential conflict with short term event bookings.

This system works very effectively at Hever Castle in Kent ([www.hevercastle.co.uk](http://www.hevercastle.co.uk)), where event accommodation is let for individual bed and breakfast and self-catering use on a maximum 8 – 10 week lead time basis in order not to conflict with potential high-value wedding and event bookings.

Both the Brewhouse and Drying Shed have potential to be converted into additional guest bedrooms suites for event or B&B use at a later stage, if there is a need to do so.

The current proposal is that the Darcy House West Wing is to be occupied by members of the Sargeant family but if due to unforeseen circumstances, their needs should change or the Wedding Venue requires additional guest suites then the West Wing could provide 3 further suites, with associated amenity space.

### 1.3.4. Self-Catering Holiday Accommodation

In terms of self-catering holiday accommodation, the Savills Feasibility Study highlighted a number of key points about the UK rural holiday accommodation market:

- High quality 4 and 5 star properties attract the best occupancy rates
- 1 or 2 bedroom cottages or those sleeping 12+ people are most popular
- Swimming pools, hot tubs and outdoor pizza ovens are popular and can help to increase occupancy rates
- High speed broadband is desirable
- Marketing is relatively straightforward via Air B&B, Owners Direct and the estate's own website
- Letting through a good holiday cottage agency is expensive (20% - 25% plus VAT commission on bookings) but can help to achieve rapid high occupancy rates
- 50% - 60% operating profit margins are achievable and although hard work is required, we have a number of clients who are generating significantly more than would be achieved by letting on Assured Shorthold Tenancies

The Savills 2016 Feasibility Study also highlighted that:

- The average length of stay in Essex is marginally higher than the national average. This may result in more midweek and week long stays at St Osyth
- The average spend per head on accommodation in Essex is marginally lower than the national average. It is therefore unlikely that existing holiday makers will be persuaded to stay in high end accommodation at St Osyth and that a new market will have to be targeted
- Self catering accommodation represents only 1% of the paid accommodation market. This unusually low proportion indicates that whilst there is currently very low demand for this type of accommodation (most visitors stay in bed and breakfasts and static caravans), there may be an opportunity to attract a new market, with very limited local competition
- Accommodation occupancy rates in Essex mirror those in England generally. It therefore seems likely that St Osyth can achieve similar rates if the offer is compelling and the marketing is effective

Tendring District Council set out their core objectives to develop tourism in the local area in their publication '*Transforming Tourism 2010 – 2016*', which include:

- 1) Increasing the amount of money visitors spend in Tendring
- 2) Extending the length of time visitors stay in the District
- 3) Attracting higher spending visitors
- 4) Improving the perception of Tendring as a tourism destination

It states that achieving these objectives will enable the district to:

- 1) Reposition itself as a major tourism destination, benefiting particularly from its excellent geographical location close to London
- 2) Reduce seasonality
- 3) Grow the local economy through increasing employment in tourism and visitor spend

The proposed holiday accommodation and day visitor attraction offers at St Osyth speak directly to these core objectives and has significant potential to contribute in repositioning the district as a tourism destination, reducing seasonality and growing the local economy.

Our analysis shows that holiday cottage accommodation can achieve a 70% occupancy rate and a 60% operating profit. Based on an average weekly rent of £1,000 for a 2-bedroom cottage, we expect each property to produce in excess of £20,000 per annum, which is considerably more than will be achieved from longer term lets.

### **1.3.5. Glamping Accommodation**

The woodland, lakes and attractive parkland setting with estuary views offer a number of possible locations that will work well as a Glamping site for additional and alternative holiday accommodation. There is also potential for holiday accommodation of this kind to be provided at Martins Farm where there are attractive views over the creek that would create a desirable holiday accommodation destination. This enterprise will require relatively little capital investment and based on our experience of other projects elsewhere, will produce a respectable return on investment.

High quality Shepherd's Huts, Micro Lodges or Pods are favoured because they are self-contained with kitchen, shower and loo facilities and as they are fully insulated, can be used throughout the year.

Glamping units will be sited in a secluded area of the park where they are not negatively effected by the events and day visitor business. A mains water supply, foul drainage and electricity (via mains or solar power) will be required for the Glamping site.

Glamping units would also provide useful additional accommodation for wedding and event guests, when required and available.

#### **1.4. Day Visitor Attraction**

The Savills 2016 Feasibility Study recommended that the Walled Garden be the hub of the visitor attraction, mainly because it is located some distance from the Tithe Barn and proposed event guest accommodation and will therefore not conflict with exclusive use events.

We are concerned that any large-scale visitor attraction will impact negatively on a weddings and corporate events business and had therefore proposed that it be modest in scale in order to avoid doing so. The Colliers report suggests that this area of the business could grow from 50,000 visitors in Year 1 to 170,000 visitors in Year 5. If visitor numbers were to develop in this way, we believe it would be impossible to maintain a sense of privacy and exclusivity for wedding and private event guests and this core business would therefore be compromised.

Furthermore, we are doubtful whether this number of visitors can be attracted to St Osyth given its location and would be nervous about relying on this enterprise as a major source of revenue. Whilst there is evidence that other country parks attract similar numbers, this tends to be the case where admission is free or much cheaper than the rates suggested by Colliers. For example, at High Woods Country Park (15 miles from St Osyth), 250,000 visitors are attracted but admission is 50p per car for up to 2 hours and £2 per car for over 2 hours. At Great Notley Country Park (35 miles from St Osyth), 200,000 visitors are attracted but parking is charged at £3 per car for up to 2 hours and £5 for more than 4 hours.

The parking rates suggested by Colliers are too high in our opinion: £5 per car for up to 2 hours and £8 per car for over 2 hours. By comparison, Holkham Hall in North Norfolk, which also attracts 170,000 visitors per year, charges £3 per car per day and this is refundable if £12 or more is spent in the Café or Gift Shop. A further £2.50 per adult and £1 per child is charged for admission to the walled garden.

All above prices inclusive of VAT.

In terms of scale, we have concluded that the attraction should be significant enough to attract a consistent number of visitors throughout the year, particularly attracted by the income generating food and retail offer, but limited in scale in order to avoid conflict with more lucrative weddings and private events.

We have therefore concluded that the day visitor attraction at St Osyth should be based on:

- Car parking outside walled garden
- A new visitor centre with Café, a number of retail outlets and an audio visual exhibition illustrating history of St Osyth Priory
- A children's adventure playground - of significant scale to attract young families from a wide area

- Local craft workshops and displays
- Bike hire operated by an external concession
- Start and finish point for walkers, cyclists and nature trails in the Park
- Access to Abbot's Tower, Rose Garden and Ruins on non-event days
- Educational visits for local schools with a dedicated classroom for schools in the visitor centre
- Pre-booked guided tours of heritage assets for special interest groups
- Admission charges, as both Savills and Colliers have suggested, on a per car basis for parking but at a more reasonable rate of £3 per car per day (refundable if there is a minimum spend of £12 in the visitor cafe/shop)
- Additional charge for admission to the Rose Garden, Ruins and Abbots Tower for at £2.50 per adult and £1.50 per child. We have assumed that 40% of visitors will pay this additional admission charge
- All prices above inclusive of VAT

In our experience, the addition of a good adventure playground, close to the Café, will add considerable value to the visitor offer and help to attract a larger and more diverse audience.

We spoke to Celia Deeley, General Manager of Holkham Hall Enterprises in North Norfolk, which attracts a high volume of visitors to the Park, to walk, picnic and take part in a range of activities including boating and bike hire. Holkham opened a new Woodland Play Area in 2013 ([www.holkham.co.uk](http://www.holkham.co.uk)) designed and constructed by the team at BeWILDerwood ([www.bewilderwood.co.uk](http://www.bewilderwood.co.uk)). The total cost of the project, including design and landscaping was approximately £80,000.

In addition to very positive feedback through a visitor survey, we were told that car park income for the Park increased by 50% in the first year, much of which was attributed to the new play area. This equates to an increase over the period end of July to end of August of an additional 8,500 cars giving an additional 20,400 visitors (at 2.4 visitors per car).

Furthermore, Holkham's Stables Café turnover also increased by 26% and Gift Shop turnover by 24% in its first year. Overall income for Holkham Enterprises has increased by 20% and Holkham attributes much of this success to the introduction of the new play area.




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**Woodland Play Area, Holkham Estate, Norfolk**

Similarly, CAPCO (<https://wearecapco.com/>) have recently designed and constructed new children's adventure playgrounds at Lowther Castle in Cumbria and Culzean Castle and Country Park in southern Scotland. They told us that the creation of new playgrounds has already resulted in a 40% increase in food and beverage spend.

Café and Playground facilities have become important income generating meeting points for parents before and after school hours and there is an opportunity for St Osyth to capture some of this market share.

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## 2. Business Plan

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## **2.1. Executive Summary**

This Business Plan sets out how we will develop and implement tourism, events and leisure enterprises at St Osyth Priory Estate in Essex.

Whilst these enterprises will contribute to the restoration, conservation and on-going maintenance of important heritage assets, many of which are in a serious state of disrepair, the bulk of the capital required to undertake these repairs will have to be obtained from other sources. For example, the enabling development residential housing scheme will raise a significant proportion of the capital required. In addition, by ring fencing key assets and placing them in a newly created charitable trust, on a long lease, will open up Heritage Lottery and other funding sources, which will contribute significantly towards the cost of restoring those buildings most at risk.

The location of St Osyth Priory is both a strength and a weakness. Whilst it is dramatically located less than two hours from London, in beautiful parkland, with distant views of the sea and estuary, it is also situated in a very poor and sparsely populated area of the UK and may be perceived as being remote, in comparison with other historic house event venues.

However, the availability of a large amount of guest accommodation at St Osyth is key to its potential success as an events venue and short break holiday destination. The ability to accommodate most guests on site opens up opportunities to attract business from all over the UK. Furthermore, there is growing demand for 'destination event venues', where a house is hired exclusively for an entire weekend.

The UK weddings market, although competitive, remains very strong. St Osyth can potentially offer exceptional facilities for weddings and receptions in spectacular surroundings. With impressive rooms in Darcy House for civil weddings or partnerships, blessings in the small Chapel, receptions and evening parties in the impressive Tithe Barn and overnight accommodation in numerous rooms, apartments and cottages, St Osyth has all the ingredients required to compete successfully in this market.

The exceptional facilities are also suitable for corporate events and private parties which will supplement the core weddings business.

Having considered how a weddings and events business should be managed, we have concluded that it should be managed in-house. It is unlikely that an external operator will want to take on a venue in this location and furthermore, it will be important to retain control, so that the other complimentary events and accommodation businesses can be operated at St Osyth simultaneously.

Much of the guest accommodation around the Precinct will be in great demand in conjunction with weddings and events. However, there is an opportunity to let these rooms and properties at other times, on both a bed and breakfast and self-catering basis.

Although the local area is characterised by cheap bed and breakfast and static caravan holiday accommodation, occupancy rates are in line with national trends (approximately 70%) which indicates that there is strong demand for holidays and short breaks in this area. There is an opportunity to position St Osyth as a high end short break holiday destination and attract a new market to this area. Nationally, there is strong demand for high end 4 and 5-star holiday accommodation, particularly for smaller one and two-bedroom properties and much larger houses for group accommodation.

In order to create an accommodation, offer which is differentiated, we will establish a small Glamping enterprise with six Pods or Shepherds Huts, which will be let for short breaks, as well as being able to provide additional accommodation for wedding and event guests, if required. Much of the parkland has already been restored and once completed, will provide a very attractive place to visit. We will therefore also create a day visitor attraction at St Osyth, with the walled garden developed as a visitor hub, with car parking, cafe, shop, exhibition space, bike hire and playground. This area is ideal because it is largely out of sight of Darcy House and the proposed event areas and there is easy access to the paths and tracks around the park.

The day visitor offer will largely be based on walking and cycling in the park, with the walled garden serving as a start and finishing point, with income generating facilities. When events are not taking place, the offer will also include visits to the Abbot's Tower and Ruins.

By placing key heritage assets in a charitable trust, we plan to attract significant grant funding to pay for their restoration.

We will also promote St Osyth as a location for film, TV and photographic location work. Although not a reliable business, targeted marketing will generate enquiries and useful supplementary income from time to time.

These new commercial enterprises will need an effective, customer-friendly team to market, sell and deliver the business on the ground. We have created a structure for doing so, which will inevitably grow as the business develops.

With a strong service offering and effective targeted marketing, there is an opportunity to develop a successful business which will enhance the local surroundings and act as a catalyst for other higher-end tourism and leisure developments in the local area.

## **2.2. Context**

Situated in the small village of St Osyth, 5 miles west of Clacton-on-Sea and approximately 12 miles southeast of Colchester, St Osyth Priory ("St Osyth") and its registered gardens and parkland lie adjacent to the River Colne Estuary, which is a Site of Special Scientific Interest.

The Priory, founded in the 12th century, and its surrounding buildings comprise 16 separate Grade I, Grade II\* and Grade II Listed buildings, including the Abbot's Tower, Chapel, Gatehouse and Tithe Barn, a Scheduled Ancient Monument, a Grade II Registered Park & Garden, and forms the largest single part of the St Osyth Conservation Area. St Osyth Priory Estate is owned by the Sargeant family.

The parkland is a registered County Wildlife Site containing historic ponds, avenues and woodland and wetland habitats for a range of wildlife.

The majority of the historic buildings are in very poor condition, as a result of lack of investment in essential repairs to restore and protect these important heritage assets for the future. To help secure their long-term survival, efforts have already been made to raise part of the capital for essential repairs through enabling development. Proposals have been made on behalf of the Sargeant family to develop an area of estate land know as Martins Farm for residential housing which will raise some but not all of the capital required to fund the essential repairs and longer-term maintenance costs of the estate and its surroundings.



This business plan sets out how we will develop viable and sustainable trading enterprises which will contribute to the substantial cost of restoring the heritage assets and preserving them in the longer term. The nature, style and format of these enterprises has been shaped by an initial feasibility study produced by Savills in September 2016, a Development Options report produced by Colliers for Tendring District Council, also in September 2016, as well as the aspirations and needs of the Sargeant family who own the St Osyth Priory Estate. This is made explicit in the St Osyth Public Consultation web pages (<http://www.cityandcountry.co.uk/public-consultation/st-osyth-priory/community-benefits.aspx>) which states:

- *“Opening to the public will allow the assets to be better understood and appreciated. This will enrich the lives of the young and old alike, providing an aesthetic and educational resource that will build local pride in the quality of the historic and natural surroundings – improving quality of life*
- *Increased Public Access – The family will ensure that the various attractions that permit the varied public access are set up and operated. For example attractions could include:*
  - *The walled garden laid out as an attractive garden and utilised for horticultural plant sales*
  - *Access to various parts of the gardens such as the Monks Cemetery, Topiary and Rose gardens*
  - *Guided tours for larger groups around the estate including the parkland and the historically important Nuns Wood to understand its historic development and design*
  - *Guided tours for larger groups around the monastic estate buildings to understand their function and to better appreciate the architecture and craftsmanship*
  - *Wedding and conference facilities in the various licensed parts of The Priory such as the grand first floor Banqueting room, the large ground floor drawing room and the old chapel. In addition, access to the extensive grounds including the adjoining Topiary and Rose gardens*
  - *Overnight stays in the various on site accommodation, in conjunction with the wedding or conference facilities*
  - *Holiday lets in the proposed new parkland follies and historic core buildings and precinct as per Landmark and National Trust*
  - *Longer term rentals of estate cottages and buildings, for both residential and commercial use • Fishing and other country pastimes Educational tours for County, District and local schools*
  - *Free access to members of the local parish church to conduct a St Osyth Day service*
  - *An annual village fete”*

### **2.3. Weddings**

The weddings offer at St Osyth will be based on:

- A Civil Wedding ceremony or partnership in the main house Abbots Lodgings or in the Chapel or Gardens (under a purpose built Gazebo large enough to accommodate the bride, groom, two registrars and two witnesses) or
- A local Church wedding
- Drinks and Photographs in the Abbots Lodgings if the weather is bad, or outside in the Gardens if the weather is fine
- Wedding Breakfast and Evening Party in the Tithe Barn
- Bridal Suite and accommodation for close family and friends in 7 West Gatehouse bedroom suites
- Guest Accommodation in new 28 build bedroom suites and 6 Glamping units

Based on national and local competitor analysis, we have agreed the following full pricing structure for the exclusive hire of St Osyth wedding facilities and use of the Bridal Suite:

### **Low Season (January – March and November)**

Monday – Thursday:

1-day/1-night hire: £2,917 (£3,500 incl. VAT)

2-day/2-night hire: £5,417 (£6,500 incl. VAT)

Friday and Saturday:

1-day/1-night hire: £4,583 (£5,500 incl. VAT)

2-day/2-night hire: £7,083 (£8,500 incl. VAT)

### **High Season (April – October and December)**

Monday – Thursday:

1-day/1-night hire: £3,750 (£4,500 incl. VAT)

2-day/2-night hire: £6,250 (£7,500 incl. VAT)

Friday and Saturday

2-day/2-night hire only: £8,750 (£10,500 incl. VAT)

We expect to attract 40 wedding events to be based over 2 days/2 nights and 20 events to be based on 1 day/1 night by Year 8.

For the purposes of our financial projections we have assumed the following average prices for weddings:

1 day/1 night: £3,750 (£4,500 incl. VAT)

2 day/2 night: £6,875 (£8,250 incl. VAT)

Additional bedroom accommodation will be charged on a B&B basis at between £83.33 (£100 incl. VAT) per night for new build rooms and £125 (£150 incl. VAT) per night for the Gatehouse suites.

All catering and drinks will be charged separately.

All wedding prices will be publicised inclusive of VAT.

## **2.4. Corporate Events**

The combination of Darcy House for smaller, high end dinners and presentations and the Tithe Barn for much larger events is a significant competitive strength, particularly when so much bedroom accommodation is also available.

St Osyth is potentially an ideal venue for high level presentations, product launches, company dinners and parties.

The following approximate facility fees (publicised exclusive of VAT) will be charged for corporate events between Monday and Friday, with catering charged in addition:

Day Hire facility fee: £2,500

Evening Hire facility fee: £2,500

Day and Evening Hire: £4,000

A fee of £5,000 will be charged for a Saturday or Sunday, which is approximately the same as a peak time Saturday wedding rate, although demand for weekend corporate events is likely to be low.

Given St Osyth's location, we have concluded that it is unlikely that it will attract a high volume of corporate day events but as it is approximately 2 hours drive time from central London and can potentially offer a significant amount of overnight accommodation, we estimate that by Year 8 St Osyth will attract 22 events with accommodation and 9 events without accommodation. We also estimate that all available accommodation will be booked at 75% of these residential events.

## **2.5. Private Parties**

With a large party barn and numerous guest rooms and suites, we have concluded that St Osyth is also potentially a good venue for private house parties looking for somewhere to host a celebration, such as a major birthday party, family reunion or anniversary.

To compliment the offer, we will offer a range of activities such as cookery demonstrations and spa treatments in the house, clay pigeon shooting and falconry in the park and visits to other local historic houses, gardens and attractions.

Charges for Private Parties will be the same as for Corporate Events.

Given St Osyth's location approximately 2 hours drive time from central London and the potential for a significant amount of overnight accommodation, we estimate that by Year 8 St Osyth will attract 16 events with accommodation and 7 events without accommodation. We have assumed that all accommodation will be booked for these 16 events.

## **2.6. Accommodation**

### **2.6.1. Bed and Breakfast Accommodation**

The 28 new build bedrooms and 7 Gatehouse suites will be let for bed and breakfast accommodation on a 10-week lead time basis to avoid conflict with event bookings mainly at the weekends. As availability will reduce (particularly at weekends) as the weddings and events business grows, we have assumed a constant 50% occupancy rate for short lead time bed and breakfast accommodation.

Each new build bedroom suite will be furnished to a high standard, similar in style and quality to a good 3-star business hotel (e.g. Hampton by Hilton).

The seven larger Gatehouse suites will be furnished and equipped to a higher standard and will command higher rates.

The new bedroom suites will be let at £75 plus VAT (publicised at £90 incl. VAT) per room

The Gatehouse suites will be let at £125 plus VAT (publicised at £150 incl. VAT) per room

Breakfast will be served in the Cart Shed.

Rooms will be let through the St Osyth website and also via Booking.com, where a 15% commission is payable. For the purposes of our financial analysis we have assumed that 50% of bookings are made via Booking.com.

### 2.6.2. Self Catering Holiday Accommodation

We have identified that the following cottages outside the Precinct area have potential to be used for short let self catering holiday accommodation:

Walled Garden (4 cottages)            3 x 2-bedroom cottages and 1 x 1-bedroom cottage

Each property will be furnished and equipped to a 4-star standard and as they are situated in scenic and secluded positions, with access to other facilities such as the cafe, playground, retail outlets, visitor attraction, we will charge premium rates.

Based on local competitor prices we have assumed the following average weekly rates:

1-bed property:            £542 plus VAT (£650 incl. VAT)  
2-bed property:            £833 plus VAT (£1,000 incl. VAT)

Based on UK national averages we have assumed 50% occupancy rates in Year 1, 60% in Year 2 and 70% from Year 3 onwards.

All self-catering holiday accommodation will be let direct via the St Osyth website as well as via a lettings agency such as Rural Retreats or English Country Cottages. For the purposes of our financial analysis we have assumed that the proportion of direct bookings and agency bookings will be as follows:

Year 1:            30% Direct/ 70% Agency  
Year 2:            40% Direct/ 60% Agency  
Year 3 onwards: 50% Direct/ 50% Agency

We have assumed that the rate of commission paid to a lettings agency for sales and marketing will be 20% plus VAT.

As all of the above have existing C3 use planning consent, they will be used for commercial holiday letting, but should occupancy rates and financial returns fail to reach the targets we have set, these properties will be let on longer term Assured Shorthold Tenancies.

### 2.6.3. Glamping

A modest Glamping enterprise will be established in a secluded area of the park to provide additional self-catering holiday accommodation and additional accommodation for event guests, when required. There is also potential for additional Glamping at Martins Farm.

Glamping units will be similar to the products shown below:

- 1) Shepherd's Huts (see [www.riversideshepherdhuts.co.uk](http://www.riversideshepherdhuts.co.uk) and image below for example) can be used year-round and contain a kitchen, shower and loo within the hut. Typically these cost between £18,000 to £22,000 plus VAT, when fully equipped

- 2) Micro Lodges or Pods (see [www.lunevalleypods.co.uk](http://www.lunevalleypods.co.uk) and image below for example) which sleep 4 people and are completely self-contained with a supplied kitchenette, shower and loo. They are priced at £14,500 plus VAT each plus an optional £2,175 plus VAT for cedar board cladding, which has a 60-year guarantee



*Lune Valley Pods*



*Riverside Shepherd Huts*

A mains water supply, foul drainage and electricity (via mains or solar power) will be required for the Glamping site.

We estimate that the capital cost of 6 units at £20,000 plus VAT per unit and installation of services and infrastructure will be approximately £200,000.

High quality Glamping units are typically charged at £80 plus VAT per unit per night and based on a minimum of 2 nights. Based on experience of other UK Glamping enterprises and local tourism statistics, we have concluded that it will be possible to achieve a minimum 70% average occupancy rate within 3 years.

For the purposes of our financial analysis we have assumed that the proportion of direct bookings and agency bookings will be the same as for self catering holiday accommodation as follows:

Year 1: 30% Direct/ 70% Agency  
Year 2: 40% Direct/ 60% Agency  
Year 3 onwards: 50% Direct/ 50% Agency

We have assumed that the rate of commission paid to a lettings agency for sales and marketing will be 20% plus VAT.

## **2.7. Day Visitor Attraction**

We have concluded that the day visitor attraction at St Osyth should be based on:

- Car parking outside walled garden
- A new visitor centre with Café, education room, retail outlet and an audio-visual exhibition illustrating history of St Osyth Priory
- A children's adventure playground
- Local craft workshops and displays
- Bike hire operated by an external concession

- Start and finish point for walkers, cyclists and nature trails in the Park
- Access to Abbot's Tower, Rose Garden and Ruins on non-event days
- Educational visits for local schools with a dedicated classroom for schools in the visitor centre
- Pre-booked guided tours of heritage assets for special interest groups
- Admission charges, as both Savills and Colliers have suggested, on a per car basis for parking but at a more reasonable rate of £3 per car per day (refundable if there is a minimum spend of £12 in the visitor cafe/shop)
- Additional charge for admission to the Rose Garden, Ruins and Abbots Tower for at £2.50 per adult and £1.50 per child
- All above prices inclusive of VAT

As we plan to put key vulnerable heritage assets into a charitable trust, the educational programme will be one of the key objectives of the new charity. We will develop a programme linked to the National Curriculum, based around history and the countryside which exploits unique heritage and environmental features of the Estate.

As St Osyth is not located in an affluent and prime tourism area and because a car parking charge will reduce the number of visitors to some extent (which may be desirable in terms of controlling visitor numbers), we believe it should be possible to attract approximately 80,000 visitors per year by Year 8. Based on an average of 2.4 visitors per car and 364 days per year of opening, this equates to a daily average of approximately 92 cars per day.

Based on 60% of all cars paying a charge (with the remainder being refunded having spent more than £12 in the cafe/shop). Income generated from car parking will be approximately £50,000 plus VAT (£60,000 incl. VAT).

Based on 50% of all visitors using the cafe and an average spend of £3.50 plus VAT per head, gross income generated from the cafe will be approximately £140,000 plus VAT. With a typical net profit margin of 25%, it is likely that approximately £35,000 plus VAT per year will be generated from food and drink sales in the visitor centre. These are conservative estimates.

## **2.8. Staffing**

As St Osyth's location and local demographic will be relatively unattractive to external operators, the weddings and events business will be managed internally. By doing so it will be easier to develop a number of enterprises without conflict and with the flexibility to increase or decrease levels of business in specific areas in response to changes in market conditions or performance.

We will employ one full time weddings and events coordinator who will manage the team and sales and administration process, supported by a full time marketing manager. Both roles will include responsibilities across all enterprises and as the number of weddings and events increases, a second weddings and events coordinator will also be recruited. These staff will be supported by a full time front of house manager, responsible for managing events on the day.

In addition casual cleaning/housekeeping and bar staff and a full time Gardener/handyman will be recruited to operate the business and the cost of their employment is included in our financial analysis.

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### 3. Priority Action Plan

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In conclusion we summarise the priorities in terms of implementing the new commercial enterprises at St Osyth, as follows:

1. Appoint project manager to drive commercial and non-commercial development enterprises
2. Establish charitable trust and grant long lease for ownership of walled garden, Abbot's Tower and ruins
3. Apply for HLF and other funding for restoration of heritage assets within the charitable trust
4. Convert Tithe Barn into weddings and events venue
5. Construct new build accommodation building with 28 standard bedroom suites
6. Convert West Gatehouse to create 7 luxury bedroom suites
7. Appoint a Weddings and Events Coordinator when Tithe Barn conversion is under way so that events can be sold 'off-plan' in Year 1
8. Appoint a part-time Marketing Manager to promote new wedding, event and accommodation facilities in lead up to opening
9. Register St Osyth and the wider estate on key film and photographic location agency websites
10. Develop Glamping business in parkland (6 units initially)
11. Having secured grant funding and restored the Abbot's Tower and ruins, develop the walled garden as a visitor hub with cafe, playground, shop, exhibition and open parkland walking and cycling trails
12. Develop additional self-catering holiday accommodation in the parkland dwellings



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## 4. Appendices

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## Appendix 1

### Wedding Competitor Analysis

Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
<b>Wherstead Park</b> IP9 2BJ	<a href="http://whersteadpark.co.uk/">http://whersteadpark.co.uk/</a>	20.8 miles	Glass roof atrium: 350 seated dining 500 standing  Georgian Mansion: 60 seated dining  Corporate event and conference facilities available	No on site accommodation	Exclusive use venue hire 2017/18 <b>Mansion, Atrium &amp; Grounds</b> Sat & Sun £3,950 Fri £3,450  <b>Mansion &amp; Gardens</b> £3,500  <b>Mon – Thurs package</b> £6,500 incl. venue hire and 3-course wedding breakfast  Incl. VAT	Partnership with caterers Patricia Sharman and Company  From £36.00 per person
<b>Priory Hall</b> IP7 5AZ	<a href="http://www.prioryhall.com/">http://www.prioryhall.com/</a>	21.0 miles	Tudor Hall: 120 seated ceremony  Dining marquee: 150 seated dining	No on site accommodation	Exclusive use venue hire 2017 Weekend £4,500 Mid week £3,900 Includes marquee cost and 3 day hire  Incl. VAT	Recommended caterers list
<b>Layer Marney</b> CO5 9US	<a href="http://www.layermarneytower.co.uk/wedding/">http://www.layermarneytower.co.uk/wedding/</a>	21.3 miles	Corsellis Room: 120 seated ceremony  Long Gallery: 140 seated dining  Corporate event and function room facilities	Bridal suite Featherdown Farms 6 glamping canvas lodges, sleep 6 each	Exclusive use venue hire 2017 <b>May – Sept</b> Sat £5,650 Fri £4,600 Sun – Thurs £3,100  <b>April &amp; Oct – Dec</b> Sat £4,450 Fri £3,500 Sun – Thurs £2,750  <b>Jan – Mar</b> Sat £3,450 Fri £2,750 Sun – Thurs £2,000 Prices include Bridal Suite	Single caterer Bouquet Gami

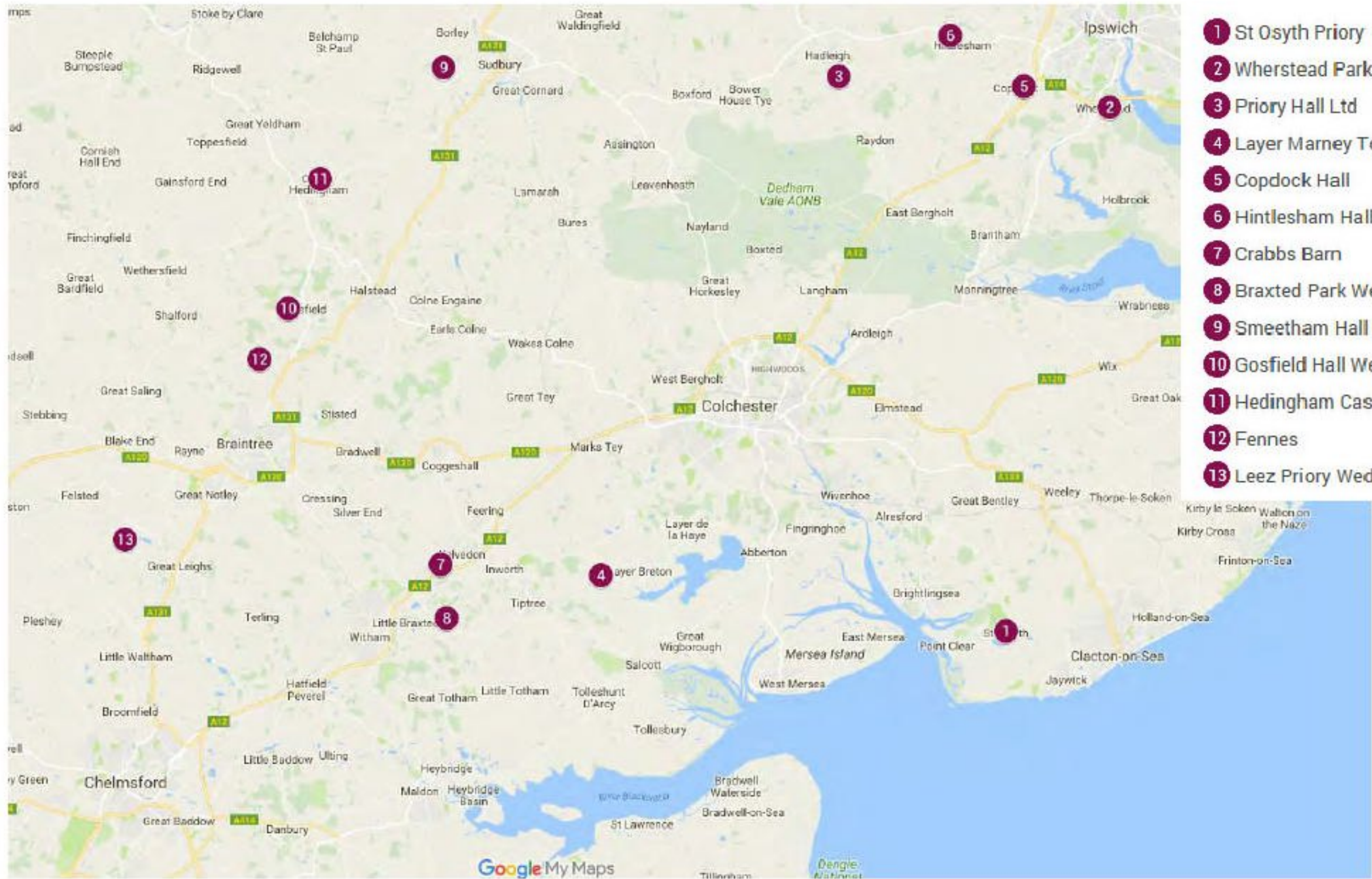
Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
					Ceremony additional £750 Incl. VAT	
<b>Copdock Hall</b> IP8 3JZ	<a href="http://www.copdockhall.com/">http://www.copdockhall.com/</a>	22.5 miles	Hall Barn: 300 seated ceremony 200 seated dining  Corporate event and conference facilities available	Bridal room for the day No on site accommodation	Exclusive use venue hire 2017 <b>Fri – Sun (weekend weddings)</b> Low season Jan – Mar £3,499 Mid season Oct – Dec £3,499 High season Apr – Sept £5,099  <b>Mon – Thurs (midweek weddings)</b> Low season Jan – May & Oct – Dec £2,499 High season June – Aug £2,999  Incl. VAT	3 recommended caterers
<b>Hintlesham Hall Hotel</b> IP8 3NS	<a href="http://www.hintleshamhall.co.uk/weddings">http://www.hintleshamhall.co.uk/weddings</a>	23.6 miles	Available for exclusive use Salon: 100 seated ceremony 90 seated dining  Corporate events and meeting facilities	32 bedrooms	Exclusive use venue hire 2016 <b>Wedding package</b> £8,950 Includes 3-course wedding breakfast and accommodation for 64 guests  Incl. VAT	In house catering provided
<b>Crabbs Barn</b> CO5 9AX	<a href="http://www.crabbsbarn.co.uk/">http://www.crabbsbarn.co.uk/</a>	26.9 miles	Barn: 90 seated ceremony 90 seated dining	Bridal Suite 3 further guest rooms	Exclusive use venue hire 2016 <b>Wedding package</b> £6,440 Includes 3-course wedding breakfast based on 60 guests  Incl. VAT	4 recommended caterers
<b>Braxted Park</b> CM8 3EN	<a href="http://www.braxtedparkweddings.co.uk/">http://www.braxtedparkweddings.co.uk/</a>	29.8 miles	Orangery: 150 seated ceremony  Semi permanent marquee in Walled Garden: 350 seated dining	Garden Cottage – bridal suite 12 additional en-suite bedrooms	Exclusive use venue hire £6,750  Excl. VAT  Garden Cottage £300 per night Guest rooms £175 per room	3 recommended caterers  From £59.00 per person

Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
<b>Smeethan Hall Barn</b>  CO10 7EU	<a href="http://www.smeethamhall.co.uk/">http://www.smeethamhall.co.uk/</a>	30.8 miles	Barn: 40-150 guests seated ceremony and dining  Marquee: 150 + seated dining	No on site accommodation	Exclusive use venue hire 2017 <b>Weekend wedding (Fri – Sun)</b> Jan – Mar £3,699 Apr – Dec £4,999  <b>Midweek wedding (Mon-Wed)</b> £2,899  Incl. VAT	6 recommended caterers
<b>Gosfield Hall</b>  CO9 1SF	<a href="http://www.gosfield-hall.co.uk/">http://www.gosfield-hall.co.uk/</a>	32.5 miles	<b>Part of Country House Weddings Ltd</b>  Queen Charlotte's Gallery: 116 seated ceremony  Grand Saloon: 116 seated ceremony  Ballroom: 116 seated dining	23 bedrooms	Exclusive use venue hire 2017 <b>Wedding package</b> <b>Apr – May</b> Mon – Thurs £6,500 Sun £7,000 Fri £8,500 Sat £10,000  <b>Jun – Sept</b> Mon – Thurs £7,500 Sun £8,000 Fri £11,500 Sat £12,500  <b>Oct – Nov</b> Mon – Thurs £6,500 Sun £7,000 Fri £9,000 Sat £10,500  <b>Dec</b> Mon – Thurs £7,500 Sun £8,000 Fri £9,500 Sat £11,000  Includes 3-course wedding breakfast based on 60 guests Accommodation charged extra at £50 - £120	In-house catering team

Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
					per room B&B depending on how many guests Incl. VAT	
<b>Hedingham Castle</b>  CO9 3DJ	<a href="http://www.hedinghamcastle.co.uk/wedding-venue-essex/">http://www.hedinghamcastle.co.uk/wedding-venue-essex/</a>	34.2 miles	Banqueting Hall: 100 seated ceremony Additional 30 standing  Castle reception: 70 seated dining  Lawn marquee reception: 160 seated dining  Small corporate event and entertainment offerings	Garden Cottage – bridal suite Tudor Lodge – sleeps 17	Exclusive use venue hire 2016/17 <b>Ceremony with Castle Reception</b> <b>April – Sept</b> Sun – Wed £4,950  <b>Oct – Mar</b> Sun – Thurs £3,950  <b>Ceremony with Marquee Reception</b> <b>Feb, Mar &amp; Nov</b> Mon – Wed £3,950 Thurs £4,250 Fri £4,950 Sat £5,500  <b>Apr, Oct &amp; Dec</b> Mon – Wed £4,500 Thurs £5,000 Fri £5,500 Sat £6,500  <b>May – Sept</b> Mon – Wed £4,950 Thurs £5,950 Fri £6,950 Sat £7,950  Includes Garden Cottage and marquee costs Tudor Lodge - £990 per night  Incl. VAT	3 recommended caterers
<b>Fennes</b>  CM7 5PL	<a href="http://www.fennes.co.uk/weddings/">http://www.fennes.co.uk/weddings/</a>	34.0 miles	Pavilion: 350 seated ceremony 150 seated dining	Cottage – bridal suite 7 guest bedrooms	Exclusive use venue hire 2017 All bespoke quotes, no set prices  <b>Example</b>	In-house catering team

Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
			<p>Banqueting Hall: 600 seated ceremony 550 seated dining</p> <p>Corporate event and conference facilities available</p>		<p>April Friday £9,000 April Saturday £10,000</p> <p>Additional £1,300 for bridal suite and guest bedrooms</p>	
<p><b>Leez Priory</b>  CM3 1JP</p>	<p><a href="http://www.leez-priory.co.uk/">http://www.leez-priory.co.uk/</a></p>	<p>39.5 miles</p>	<p><b>Part of Country House Weddings Ltd</b></p> <p>Great Tower: 60 seated ceremony</p> <p>Great Hall: 100 seated ceremony 100 seated dining</p> <p>Coach House: 100 seated ceremony 100 seated dining</p>	<p>15 bedrooms</p>	<p>Exclusive use venue hire 2017</p> <p><b>Wedding package</b></p> <p><b>Apr – May</b> Mon – Thurs £5,500 Sun £6,000 Fri £7,000 Sat £8,500</p> <p><b>Jun – Sept</b> Mon – Thurs £6,500 Sun £7,000 Fri £9,500 Sat £10,500</p> <p><b>Oct – Nov</b> Mon – Thurs £5,500 Sun £6,000 Fri £8,000 Sat £9,000</p> <p><b>Dec</b> Mon – Thurs £6,500 Sun £7,000 Fri £8,000 Sat £9,500</p> <p>Includes 3-course wedding breakfast based on 60 guests Accommodation charged extra at £120 per room B&amp;B</p>	<p>In-house catering team</p>

Venue	Website	Distance from St Osyth	Ceremony & Reception Facilities	Accommodation Details	Charges	Catering
					Incl. VAT	



- 1 St Osyth Priory
- 2 Wherstead Park
- 3 Priory Hall Ltd
- 4 Layer Marney Tower
- 5 Copdock Hall
- 6 Hintlesham Hall Hotel
- 7 Crabbs Barn
- 8 Braxted Park Weddings
- 9 Smeetham Hall Barn
- 10 Gosfield Hall Wedding Venue...
- 11 Hedingham Castle
- 12 Fennes
- 13 Leez Priory Wedding Venue



## **Appendix 2**

### **Case Study 1: Eastnor Castle, Herefordshire**

Eastnor Castle (Eastnor) ([www.eastnorcastle.com](http://www.eastnorcastle.com)) is situated near Ledbury in rural Herefordshire, which is the most sparsely populated county in England (82 people per km<sup>2</sup> or 212 per sq mile). It is owned by James Hervey-Bathurst who lives in a self-contained apartment with his family, alongside the business.

The main ground floor reception rooms and 12 guest bedrooms are offered for weddings, corporate events, group accommodation and shooting parties. The castle and gardens are open to day visitors on 50 days each year between Easter and the end of September. Public opening and exclusive-use event days do not conflict.

#### **USP**

Eastnor is only offered on an exclusive use basis and event guests have use of all the reception rooms, except the Library, within the castle. There is a relaxed and informal feel to the castle, in spite of the grand surroundings.

#### **Ownership**

Eastnor is privately owned by the Hervey-Bathurst family. Eastnor Castle Enterprises is a Partnership trading company which manages the tourism, events and leisure enterprise.

#### **Guest capacity**

80 in State Dining Room.

150 in Great Hall (involves significant furniture moving). N.B 40-50% of the weddings are in the Great Hall.

#### **Guest accommodation**

11 Double bedrooms/1 Single room

9 bathrooms

2 additional bedrooms available on family side by arrangement.

All bedrooms are let at weddings and other private events

#### **Catering**

One external caterer services all 'round table events'.

Eastnor adds a 30% surcharge on external caterer's menu price.

Freelance cook engaged to provide breakfasts for overnight guests and shoot lunches.

Eastnor employs two kitchen staff to help freelance cook and also provide ad hoc teas/coffees etc for events.

## **Charges**

Weddings:	
Mon-Thurs:	£7,400
Fri:	£7,950
Sat and Sun:	£8,950

Includes cost of 5 bedrooms. Additional double rooms at £275 per room B&B

Wedding prices inclusive of VAT.

Corporate/Private Events:	
Weekday or Evening hire:	£2,700
Weekday and Evening hire:	£4,350

Catering charged extra (e.g. Dinner from £47.75 pp)

Dinner Bed and Breakfast: £3,300 based on 10 people (additional guests at £250 per person)  
24-hour rate: £4,400 based on 10 people (additional guests at £290 per person)

Corporate prices exclusive of VAT.

## **Shooting parties**

Approximately £6,000 plus VAT for Dinner, Bed and Breakfast for up to 10 guests, to include pre and post-dinner drinks and good wines. Additional guests at £290 per person.

## **Number and type of events**

Approx 40 weddings per year  
Approx 16 corporate events per year  
Approx 14 private parties (birthdays etc.) per year  
Approx 25 shooting parties per year.

## **Turnover**

The private events business generates approximately £1 million per annum (excludes day visitors, filming, holiday cottages and park events which account for a further £600,000 per annum approx).

## **Profitability**

10-15% net profit margin after all operating expenditure and direct/central overheads.

## **Staffing**

1 full-time member of staff responsible for all wedding, corporate events and private party sales and administration.

1 part-time member of staff responsible for all shoot accommodation administration (plus day visitor business in summer).

2 full-time front of house operational staff to run events on the day, alongside external caterers.

## **Case Study 2: Elmore Court, Gloucestershire**

Elmore Court (EC) ([www.elmorecourt.com](http://www.elmorecourt.com)) is situated just outside Gloucester.

Owner Anselm Guise (AG) previously organized music festivals and returned to EC with a plan to create a unique events venue. The Gillyflower is a unique new build venue at the bottom of the garden, built around an oak frame with compacted mud walls and large glass windows overlooking the valley below. The house itself has been simply refurbished providing space for civil weddings, drinks receptions and eight guest bedrooms.

The weddings and events business opened in 2014. The Gillyflower cost £850,000 to build at £1,500 per sq metre.

### **USP**

The Gillyflower is an architecturally interesting building with a relaxed, 'cool' feel which appeals to a young, affluent, middle-class and often, urban audience. Guests can sit at long oak tables and benches or more traditional round tables and chiavari banqueting chairs. There is a dance floor area, with integrated sound system and lighting rig above. The whole space is well insulated for sound (straw bales in the roof void) which provides very effective sound and heat insulation.

### **Ownership**

EC is privately owned and the business employs staff to market, sell and deliver events. Catering is provided by one external caterer.

### **Target markets**

Approximately one third local; one third from London and one third other areas. Mainly young affluent style conscious couples.

### **Guest capacity**

120-130 sit-down

250 standing

The average number of guests is 110.

### **Guest accommodation**

Master suite plus 7 additional bedrooms.

£130-£200 per room B&B.

A planning application has been made to create additional bedrooms in the house and outbuilding which will eventually provide 21 bedrooms. AG says that the proposed extra capacity is designed primarily for the midweek corporate events market, as they currently lose business due to lack of accommodation.

### **Catering**

Sold as 'in-house' but actually provided by one external contractor.

EC add 32% surcharge to caterer's price, but pay for all service staff.

Current development plans include a new kitchen complex and once completed, AG plans to re-structure catering agreement on a joint venture basis.

### **Charges**

Midweek/Weekend and Seasonal price variations.

Varies between £2,750 and £7,750 to include Master Suite.

### **Number and type of events**

Almost all weddings and receptions.

Approximately 130 per year.

### **Turnover**

Approximately £1 million per annum.

### **Profitability**

The business is profitable but we have not been able to find out the margin.

### **Staffing**

1 full-time member of staff responsible for all wedding, corporate events and private party sales and administration.

1 part-time member of staff responsible for all shoot accommodation administration (plus day visitor business in summer).

2 full-time front of house operational staff to run events on the day.

### **Case Study 3: Cowdray House, West Sussex**

Cowdray House (CH) ([www.cowdray.co.uk](http://www.cowdray.co.uk)) is located in Midhurst, West Sussex. The house has recently gone through a dramatic programme of restoration and refurbishment to provide exclusive use facilities for groups and private parties. Although Cowdray, unlike St Osyth, is situated in an affluent and well populated area, there are useful comparisons in terms of pricing, turnover projections and operating models.

#### **USP**

Event business forms part of a wider diverse estate with activities such as polo and golf.  
Exclusive use of entire grand private house with high quality on site accommodation.

#### **Ownership**

Privately owned.

#### **Target markets**

Key sales channels at Cowdray House are private and corporate exclusive stays, such as directors away days, weddings and celebrations.

The business is underpinned by five key weeks of local events, four at nearby Goodwood and one at Cowdray itself, for which they target corporate groups who are either sponsors or entertaining at the events.

#### **Guest capacity**

150 internally seated  
250 non-seated internally  
Up to 500 for outdoor/marquee events.

#### **Guest accommodation**

21 en-suite bedrooms, once refurbishment complete in mid-2016.

#### **Catering**

A selection of six preferred caterers.

#### **Charges**

Usually charged by per 24 hr period.

<b>24hr hire</b>		
Low Season (January – March &	Mid Season (April, May, October &	High Season (June – September)

November) Mon-Fri £7,000 Sat £8,000 Sun £7,000	December) Mon-Fri £9,000 Sat £10,000 Sun £9,000	Mon-Fri £11,000 Sat £12,000 Sun £11,000
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<b>Day Hire</b>		
Low Season (January – March & November) Mon-Fri £5,000 Sat £6,000 Sun £5,000	Mid Season (April, May, October & December) Mon-Fri £7,000 Sat £8,000 Sun £7,000	High Season (June – September) Mon-Fri £9,000 Sat £10,000 Sun £9,000

### **Number and type of events**

Cowdray House will cap the number of events at approximately 80.

### **Turnover projections**

Year 1: £500,000

Year 2: £750,000

Year 3: £1.1 million.

### **Profitability**

Cowdray House in isolation is targeted to achieve profitability by Year 3. However, it forms part of a wider estate events business with the other enterprises contributing to the high overheads of the House. Cowdray is therefore reliant on the wider business to offset financial losses in the short term.

The business model is high risk in terms of high value/low volume and is therefore exposed to significant risk if key peak time weeks are not booked.

### **Staffing**

All managed by in-house staff consisting of General Manger, Operations Manager, Business Development Manager and Administrator

## Appendix 3

### Country House Wedding Venues ( <http://www.chwv.co.uk> )

#### Background

CHWV are probably the biggest and most successful weddings marketing, sales and administration company in the UK. They provide a number of services:

1. Marketing via their consumer website <http://www.wedding-venues.co.uk>. With a small referral charge for each qualified lead generated or
2. A full marketing and sales service for a limited number of 'premier venues' where CHWV produce all marketing collateral, handle all ongoing promotion and enquiries via phone and email, organize show rounds, convert sales and issue event agreements. No upfront fees are charged but CHWV are paid a commission of the venue hire fee, typically between 12-15% (depending on trading potential) or
3. A fully managed marketing, sales and operational service, through their catering subsidiary Galloping Gourmet (GG). GG operates on a long-term, exclusive catering contract and essentially sells catering directly to the bride whilst managing the venue, events, show rounds etc. The venue takes the venue hire (and accommodation) income, less a commission paid to CHWV for all bookings (typically 10-12%).

13 fully managed venues include:

- Gaynes Park, Essex
- Wasing, Berkshire
- Rivervale Barn, Hampshire
- Bassmead Manor Barn, Cambridgeshire
- Mythe Barn, Leicestershire
- Farnham Castle, Surrey
- Morden Hall, London
- Curradine Barn, Worcestershire
- Blackwell Grange, Warwickshire

For all fully managed venues, CHWV advise on design and fit-out, using their specialist architectural team. Typically, their recommended schemes cost approximately £1.5 million to include a ceremony space, reception and party space, kitchens, bar facilities, cloakroom, lavatories, car park, landscaping. These capital costs are paid by the landowner.

This does not include any costs for creating or refurbishing guest accommodation, which is also the responsibility of the landowner. All income derived from accommodation is for the benefit of the landowner.

CHWV usually pay a rent for GG's use of the venue's catering kitchen – typically £15-20,000 per annum.

The landowner is responsible for all maintenance and repairs, cleaning and cost of utilities in and around the venue. This includes landscape maintenance.

We understand that landowners typically seek a 10-year return on capital, but this varies depending on the standard and extent of interior/exterior finish. Those clients we spoke to were reticent about whether this target had been met.

## **USP**

Most CHWV venues are up-scale barn venues, with a stylish but relaxed feel

## **Ownership**

The venue remains in the ownership of the landowner  
CHWV and GG operate on a long-term management agreement

## **Target markets**

Usually a local connection with the area but CHWV say that there is increasing demand at all their venues from couples with no local connection, who are simply looking for 'the right venue'.

CHWV's price point (see below) attracts a sizeable middle class affluent market

CHWV look for a population of at least 900,000 within a 45-minute drive time, as well as the appropriate demographics

## **Guest capacity**

CHWV tell us that couples typically look for a venue with a capacity of 150 guests although, ultimately, actual numbers tend to be 80-100 people

## **Guest accommodation**

CHWV recognize that guest accommodation adds value to the weddings offer although the creation and provision of accommodation is the decision and responsibility of the landowner

## **Catering**

GG provide all catering services and benefit from all income derived

## **Booking payment terms**

25% on booking  
25% 8 weeks later and  
50% 8 weeks before the wedding date.

## **Booking cancellation terms**



Full refund of all monies paid if CHWV if resell the date, less £1,000 to cover costs incurred.

CHWV gave us the following information on bookings for two new fully managed venues:

Actual booking and wedding numbers for 2 new venues													
Venue:	Anonymised Venue opened in June 2014												
Bookings by Booking Date													
Month	01	02	03	04	05	06	07	08	09	10	11	12	Grand Total
2013					2	2		2	3	4	4	2	19
2014	8	5	7	2	6	3	4	12	9	7	15	6	84
2015	19	14	14	12	11	9	16	14	20	17	25	18	189
2016	19	21	29	21	3								93
Grand Total	46	40	50	35	22	14	20	28	32	28	44	26	385
Bookings by Wedding Date													
Month	01	02	03	04	05	06	07	08	09	10	11	12	Grand Total
2014						2	4	6	7	6	2	2	29
2015	3	1	3	10	7	2	8	14	5	11	3	4	71
2016	8	5	7	13	10	9	18	24	16	13	10	8	141
2017	5	5	4	19	11	11	13	21	10	15	12	1	127
2018	1	1	1	2	4			5		2	1		17
Grand Total	17	12	15	44	32	24	43	70	38	47	28	15	385
Venue:	Farnham Castle Venue underwent major refurb programme and relaunch from Sept 2012 to end of 2013												
Bookings by Booking Date													
Month	01	02	03	04	05	06	07	08	09	10	11	12	Grand Total
2013	6	4	3	5	8	6	6	6	17	7	12	9	89
2014	28	20	12	12	21	13	10	10	12	11	10	6	165
2015	21	19	13	21	18	12	15	12	22	13	13	14	193
2016	19	17	11	9	4								60
Grand Total	74	60	39	47	51	31	31	28	51	31	35	29	507
Bookings by Wedding Date													
Month	01	02	03	04	05	06	07	08	09	10	11	12	Grand Total
2013				2	1	1	2	2	3	4	3	9	27
2014		1	5	2	7	6	10	15	17	19	11	16	109
2015	2	3	12	4	12	10	13	19	8	19	5	12	119
2016	3	6	13	17	13	12	18	20	15	20	8	14	159
2017	3	7	7	14	7	6	7	11	6	8	4	4	84
2018			2	1	1	1	1	2			1		9
Grand Total	8	17	39	40	41	36	51	69	49	70	32	55	507

The first venue (anonymous) generated 29 wedding sales in Y1, 71 weddings in Y2, 141 weddings in Y3 (2016) and has already generated 127 bookings in 2017.

The Bookings by Booking Date also show when bookings were generated, as opposed to when the events were delivered. This gives a useful picture of likely cash flow through this period.

If we apply the average venue hire rates as shown in the table below, we can see that this venue has generated approximately £556,000 in venue fees in 2016 and has already generated £566,000 in 2017.

Actual average venue hire rates, all GG venues													
Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>2017</b>	3,373	3,585	3,676	4,174	5,349	5,018	4,883	4,614	5,549	4,099	3,559	4,094	4,460
Monday			2,040	2,443	5,333	3,000	3,022	3,239	3,650	2,715		2,400	3,010
Tuesday		1,850	1,895	2,758	3,467		4,650	3,285		2,323			2,838
Wednesday			2,475	2,798	2,805	2,537	2,285	2,674	3,150	2,357	1,850	2,423	2,563
Thursday	1,995	2,995	2,925	3,669	5,300	4,107	4,152	4,246	4,390	3,580	2,700	3,063	3,792
Friday	3,039	3,398	4,161	4,797	5,600	5,651	5,762	5,628	5,722	4,965	3,540	5,050	4,977
Saturday	3,876	4,656	4,671	5,827	6,222	6,271	6,240	6,065	6,334	5,706	4,574	5,784	5,637
Sunday	3,475	3,219	3,436	4,407	5,262	5,200	5,075	5,150	5,700	4,359	3,208	7,950	4,639
<b>2016</b>	3,143	3,015	3,232	3,846	4,765	4,541	4,353	4,325	4,740	3,671	3,139	3,723	3,948
Monday		2,020	2,966	2,582	4,428	2,772	2,814	3,214	2,659	2,177	1,483	2,437	2,763
Tuesday	1,200	1,525	2,088	2,490	2,777	3,500	2,400	3,020	1,740	1,795	1,100	2,475	2,391
Wednesday	3,250	1,975	2,197	2,344	2,750	2,598	2,867	2,833	3,000	2,325	1,565	2,761	2,521
Thursday	1,918	2,597	2,989	3,185	4,216	4,151	4,028	4,082	3,922	3,095	2,863	3,225	3,520
Friday	3,463	3,143	3,938	4,615	5,323	5,489	5,470	5,422	5,434	4,693	3,290	4,629	4,693
Saturday	3,626	4,166	4,445	5,516	6,048	6,093	6,081	6,002	6,051	5,364	4,308	5,226	5,273
Sunday	2,550	2,479	3,548	3,418	5,183	4,750	4,750	5,072	4,599	3,955	2,939	3,992	4,153

The following table shows bookings per month, across all fully-managed CHWV venues, as a percentage of all bookings going forward.

Average booking pattern across all GG venues, last 12 months													
Month	5	6	7	8	9	10	11	12	1	2	3	4	Total
Same year	0.8%	0.6%	0.4%	0.3%	0.5%	0.1%	0.1%	0.0%	3.3%	3.2%	1.5%	0.8%	11.5%
Yr+1	5.1%	3.5%	4.9%	4.1%	5.4%	4.7%	3.2%	3.1%	6.8%	6.2%	6.9%	5.4%	59.6%
Yr+2	1.1%	1.6%	1.4%	2.7%	3.4%	4.9%	4.6%	4.4%	0.6%	1.1%	1.0%	1.4%	28.2%
Yr+3	0.0%	0.1%	0.0%	0.1%	0.1%	0.0%	0.2%	0.1%	0.1%	0.0%	0.0%	0.1%	0.7%
Yr+4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Mix</b>	<b>7.1%</b>	<b>5.8%</b>	<b>6.7%</b>	<b>7.2%</b>	<b>9.4%</b>	<b>9.8%</b>	<b>8.0%</b>	<b>7.7%</b>	<b>10.8%</b>	<b>10.4%</b>	<b>9.4%</b>	<b>7.7%</b>	<b>100.0%</b>

Table shows of bookings taken per month, which are for current year weddings, which are for next year, and so on.

## Appendix 4

### Local holiday accommodation competitors

<b>Park Hall Country Cottages, St Osyth</b> <a href="http://www.parkhall.info/">http://www.parkhall.info/</a>	1.3 miles from St Osyth Priory 5 self catering units Sleeps 2 – 6 £510 - £870 per unit per week Situated in the grounds of Park Hall Country House
<b>Lee Wick Farm Holiday Cottages, St Osyth</b> <a href="http://www.leewickfarm.co.uk/">http://www.leewickfarm.co.uk/</a>	1.6 miles from St Osyth Priory 2 self catering units Cart Lodge sleeps 10/12 – low season £625 per week, mid season £835 per week, high season £1,045 per week Stable Cottage sleeps 5 – low season £370 per week, mid season £500 per week, high season £635 per week Glamping units available (see below)
<b>Pond Cottage, St Osyth</b> <a href="http://earlshallfarm.info/">http://earlshallfarm.info/</a>	1.9 miles from St Osyth Priory 1 self catering cottage Sleeps 4 2 en suite bathrooms £350 per week low season, £600 per week high season An annexe off Pond House
<b>Great Holland Mill, Great Holland</b> <a href="https://www.holidaycottages.co.uk/east-of-england/essex/great-holland-mill">https://www.holidaycottages.co.uk/east-of-england/essex/great-holland-mill</a>	7.3 miles away 1 double bedroom Sleeps 2 August charges £610 per week (7 nights)
<b>Log Cabin, White Colne</b> <a href="https://www.airbnb.co.uk/rooms/13145326?s=QGpdgqxb">https://www.airbnb.co.uk/rooms/13145326?s=QGpdgqxb</a>	25 miles from St Osyth Priory 3 bedrooms (1 double, 2 twin) 1 bathroom Sleeps 6 Lakeside position August £1,412 per week Average £148 per night

## Appendix 5

### Local Glamping supply

<b>Lee Wick Farm, St Osyth CO16 8ES</b> <a href="http://www.leewickfarm.co.uk/glamping/">http://www.leewickfarm.co.uk/glamping/</a>	1.6 miles from St Osyth Priory CargoPod – sleeps 2. Sun – Thurs £65 per night, Fri – Sun £80 per night, school summer holidays £90 per night 3 MegaPods – sleeps 2. Sun – Thurs £55 per night, Fri – Sun £70 per night, school summer holidays £80 per night Camp site for touring
<b>The Shepherds Hide, Mill Farm, Thorrington CO7 8JJ</b> <a href="http://www.theshepherdshide.co.uk/">http://www.theshepherdshide.co.uk/</a>	4.9 miles from St Osyth Priory 1 shepherds hut Sleeps 2 £95 per night, minimum stay 2 nights
<b>Woodpecker Yurt, Mount Hall CO6 4BZ</b> <a href="http://www.mounthall.co.uk/woodpecker-yurt.html">http://www.mounthall.co.uk/woodpecker-yurt.html</a>	19.4 miles from St Osyth Priory 1 yurt Sleeps 2 £95 per night
<b>Layer Marney Tower, CO5 9US</b> <a href="http://www.layermarneytower.co.uk/glamping/">http://www.layermarneytower.co.uk/glamping/</a>	21.3 miles from St Osyth Priory Run by Featherdown Farms 6 canvas lodges £659 per week (£95 per night) £299 Fri – Sun (£150 per night)

## Appendix 6

### Local Visitor Attraction and Country Parks supply

<b>Carpenters Farm Shop, CO7 8NJ5</b> <a href="http://www.carpentersfarmshop.co.uk">http://www.carpentersfarmshop.co.uk</a>	4.3 miles from St Osyth Priory Farm Shop The Barn Cafe The Hayloft – holiday accommodation sleeps 6
<b>Greenstead Farm, CO9 1QY</b> <a href="http://www.greensteadfarmshop.co.uk/">http://www.greensteadfarmshop.co.uk/</a>	28.6 miles from St Osyth Priory The Greenstead Café Children's Soft Play Centre Farm animals and petting Children's clothing and toy shop Nature walks The Barn Nursery School
<b>Hyde Hall Garden, CM3 8ET</b> <a href="https://www.rhs.org.uk/gardens/hyde-hall">https://www.rhs.org.uk/gardens/hyde-hall</a>	46 miles from St Osyth Priory RHS Garden Visitor centre/learning centre Field Cafe Barn Restaurant Picnic site Children's Play area Event barn Shop and plant centre Charges: Adults £11.00, Child £5.50, Family (2 adults, 2 children) £28.25

Country parks with visitor attraction facilities in the local area:

<b>High Woods Country Park, CO4 5JR</b>	15 miles from St Osyth Priory City Park in Colchester Walking Cycling Adventure play ground Visitor centre (open April – Sept 7 weeks a day, Oct – Mar weekends only) Fishing Picnic site Gift shop Education/study area Community food growing garden project Green Flag Award Free entry Approximately 250,000 visitors per year
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<b>Abberton Reservoir Visitor Centre, CO2 0EU</b>	17.9 miles from St Osyth Priory Essex Wildlife Trust Café Gift Shop Picnic site
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<p><b>Cudmore Grove Country Park, CO5 8UE</b></p>	<p>21 miles from St Osyth Priory  On Mersea Island, fairly remote location  Walking  Cycling  Horse riding  Beaches  Site of Special Scientific Interest (SSSI)  Picnic site  Café – Lily's at Cudmore  Green Flag Award  Pay and display parking charges:</p> <ul style="list-style-type: none"> <li>• Up to 30 minutes £1.00</li> <li>• Up to 1 hour £1.50</li> <li>• Up to 2 hours £2.50</li> <li>• Up to 3 hours £3.50</li> <li>• More than 3 hours £4.00</li> </ul> <p>65,000 to 70,000 visitors per year  Summer months July and August were up 24% in 2016 compared to the previous 3 year average  Measured by pay and display car park and average passengers per car</p>
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<p><b>Great Notley Country Park, CM77 7FS</b></p>	<p>35 miles from St Osyth Priory  Located on the outskirts of Braintree  Walking  Cycling  Horse riding  1.2 km play trail  Sky Ropes  Fishing  Picnic site  Discovery Centre (available for room hire, meeting/conferences)  Cafe  Education visits  Free entry  Pay and display parking charges:</p> <ul style="list-style-type: none"> <li>• Up to 30 minutes £1.00</li> <li>• Up to 1 hour £2.00</li> <li>• Up to 2 hours £3.00</li> <li>• Up to 3 hours £4.00</li> <li>• More than 3 hours £5.00</li> </ul> <p>Approximately 150,000 visitors per year  Measured by Pay &amp; Display car park and average passengers per car</p>
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## APPENDIX I SECTION 57 OF THE PLANNING (LISTED BUILDINGS AND CONSERVATION AREAS) ACT 1990:

*(1) A local authority may contribute towards the expenses incurred or to be incurred in the repair or maintenance—*

*(a) of a listed building which is situated in or in the vicinity of their area; or*

*(b) of a building in their area which is not listed but appears to them to be of architectural or historic interest.*

*(2) At the time of making such a contribution the local authority may also contribute towards the expenses incurred, or to be incurred, in the upkeep of any garden occupied with the building and contiguous or adjacent to it.*

*(3) A contribution under this section may be made by grant or loan.*

*(4) A contribution by way of loan may be made upon such terms and conditions as the local authority may determine including (but without prejudice to the foregoing) a term that the loan shall be free of interest.*

*(5) A local authority—*

*(a) may renounce their right to repayment of such a loan or any interest for the time being outstanding, and*

*(b) by agreement with the borrower may otherwise vary any of the terms and conditions on which such a loan is made.*

*(6) A local authority may require as a condition of the making by them of a contribution under this section by way of grant towards the expenses of the repair or maintenance or upkeep of any property that the person to whom the grant is made shall enter into an agreement with them for the purpose of enabling the public to have access to the property or part of it during such period and at such times as the agreement may provide.*

*(7) In this section and in section 58 "local authority" means—*

*(a) the council of a county, **[F1**county borough,**]** borough or district,*

*(b) a joint planning board constituted under section 2 of the principal Act, and*

*(c) in relation to a building or land in the Broads, the Broads Authority.*



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# FARMLAND INDEX

## Q2 2018

### FARMLAND MARKET REMAINS STEADY

Lack of supply and ongoing demand helps to support market

The average value of bare agricultural land in England and Wales dipped slightly by 0.7% in the second quarter of 2018, according to the Knight Frank Farmland Index. The fall means prices have dropped by 2% overall during the past 12 months and now average £7,175/acre.

Just as I said last quarter – when prices rose slightly – that it would be wrong to say we were witnessing the beginning of a price rally, it would be equally premature to assume that this latest quarterly dip automatically presages a more significant downturn. As the Brexit saga continues we are in for an extended period of uncertainty.

The government's new "Agricultural Bill", which is due to be published at the end of July, may offer some clarity, but the big outstanding question is what kind of trade deal the UK will be able to strike with the EU, our major trading partner for agricultural products by some way.

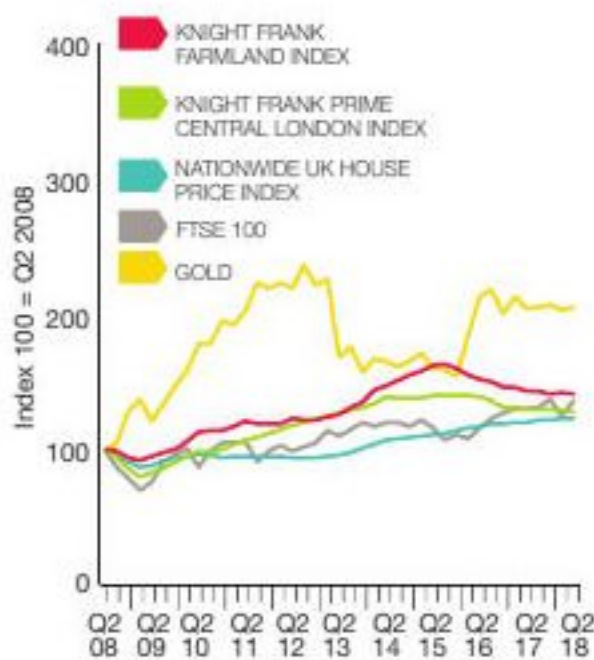
Several large farming estates, including the 2,177-acre Sutton Hall Estate near Woodbridge, Suffolk, have been launched over the past month or so, but overall there are few signs that the lack of supply that is helping to support values is abating. By the end of June the amount of land advertised in Farmers Weekly had dropped by almost 20% year-on-year.

However, according to our Farmland Index Survey, the lack of a willing successor is an increasing driver for the sale of farms. Brexit could exacerbate this trend, but it could also

act as the motivation for entrepreneurial young farmers to reshape the UK's agricultural sector. Debt as a reason to sell is also on the rise, although there is no widespread pressure from banks at the moment.

Aside from the ongoing lack of supply, rollover relief is one of the key drivers of demand, across the country, but particularly in areas seeing large amounts of development or infrastructure projects like HS2. This will remain a factor for some time as demand continues to outstrip supply. Average values, meanwhile, will become increasingly disparate, even at a very local level, as almost every sale is now to a "special" purchaser.

### FARMLAND 10-YEAR PERFORMANCE VERSUS OTHER ASSETS



Source: Knight Frank Research

### FARMLAND PERFORMANCE

**-0.7%**

3-MONTH CHANGE

**-2%**

12-MONTH CHANGE

**12%**

5-YEAR CHANGE

**41%**

10-YEAR CHANGE

**3,903%**

50-YEAR CHANGE

**"THE LACK OF A WILLING SUCCESSOR IS AN INCREASING DRIVER FOR THE SALE OF FARMS."**

**Andrew Shirley**, Head of Rural Research  
andrew.shirley@knightfrank.com

*If you would like further insight into prime rural property markets please do get in touch.*

## KEY AGRICULTURAL INDICATORS\*

Commodity prices	Latest	12-month change
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### Outputs

Feedwheat (£/t)	161	13%
Oilseed rape (£/t)	285	-5%
Beef (p/kg dw)	383	1%
Lamb (p/kg dw)	523	7%
Milk (p/litre)	26.8	0%

### Input prices

Red diesel (p/litre)	63	24%
Oil (£/bri)	55	56%

For more detailed information on the issues affecting UK landowners and farmers, including the latest on agricultural commodity and input markets, please request a copy of The Rural Report, our magazine for rural property owners.

\*Sources: [www.fwi.co.uk](http://www.fwi.co.uk) [www.dairyahdb.org.uk](http://www.dairyahdb.org.uk)



The Sutton Hall Estate, Woodbridge, Suffolk. For more information contact [george.bramley@knightfrank.com](mailto:george.bramley@knightfrank.com)

## DATA DIGEST

The Knight Frank Farmland Index tracks the average price of bare (no residential property or buildings) commercial (productive arable and pasture) agricultural land in England. The quarterly index is based on the opinions of Knight Frank's expert valuers and negotiators across the country, which take into account the results of actual sales conducted by both the firm and its competitors, local market knowledge and client and industry sentiment. When combined with UK government statistics, the index shows the performance of farmland since 1944.

### Please contact us for further information

If you're thinking of selling or buying a farm, estate or agricultural land we'd love to help

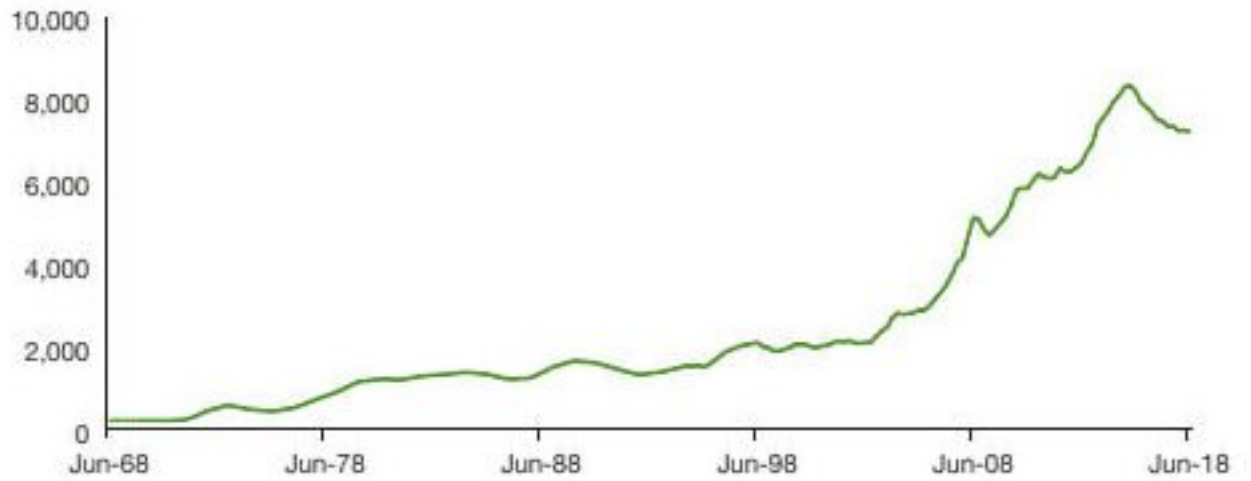
### Clive Hopkins

+44 20 7861 1440

[clive.hopkins@knightfrank.com](mailto:clive.hopkins@knightfrank.com)

## LONG-TERM FARMLAND CAPITAL VALUE TRENDS

Average £/acre



Source: Knight Frank Research

## KNIGHT FRANK FARMLAND INDEX

	Quarterly price change	Annual price change	Average value £/hectare	Average value £/acre
Jun-13	1.8%	2.0%	£15,866	£6,421
Sep-13	4.0%	7%	£16,501	£6,678
Dec-13	3.1%	11%	£17,005	£6,882
Mar-14	6.4%	16%	£18,098	£7,324
Jun-14	2.6%	17%	£18,574	£7,517
Sep-14	2.3%	15%	£19,000	£7,689
Dec-14	3.1%	15%	£19,583	£7,925
Mar-15	1.7%	10%	£19,914	£8,059
Jun-15	2.6%	10%	£20,423	£8,265
Sep-15	0.5%	8%	£20,524	£8,306
Dec-15	-1.7%	3%	£20,176	£8,165
Mar-16	-3.2%	-2%	£19,538	£7,907
Jun-16	-1.7%	-6%	£19,207	£7,773
Sep-16	-1.3%	-8%	£18,957	£7,672
Dec-16	-2.6%	-8%	£18,464	£7,472
Mar-17	-0.5%	-6%	£18,372	£7,435
Jun-17	-1.6%	-6%	£18,069	£7,313
Sep-17	0.0%	-5%	£18,064	£7,311
Dec-17	-1.5%	-4%	£17,794	£7,201
Mar-18	0.4%	-3%	£17,856	£7,226
Jun-18	-0.7%	-2%	£17,729	£7,175

Source: Knight Frank Research

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APPENDIX K CORRESPONDENCE FROM HLF

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**From:**   
**To:**   
**Cc:**   
**Subject:** December Board Competition  
**Date:** 05 October 2018 11:22:05  
**Attachments:** [image001.gif](#)

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Dear Sam,

Thank you for your application which has formed part of the final batch of bids that we are considering under our Heritage Grants programme under our current Strategic Funding Framework. The closure of this programme led to a larger than normal number of applications being submitted by the final deadline, and it means that the decision making will be very competitive, particularly for those applying for grants over £1m where we have received 59 applications requesting c £152m, and where given our available budget we expect the success rate to be c 12%.

We realise that this will result in disappointing news for many of you, and where following assessment we consider that your application is not likely to be competitive, we will aim to let you have that decision and feedback as soon as possible so you can consider your next steps. Even if the application does go forward for consideration by our Board, we will have more applications than we can support and not all can be funded, and in that instance we will give feedback on the reasons for rejection, which may simply be lack of funds.

As a reminder, our new Strategic Funding Framework launches in January which will give advice on our grant programmes and budgets for 2019/20.

Best wishes,  
Robyn

**Robyn Llewellyn**  
Head of Heritage Lottery Fund East of England  
CB1 Business Centre  
20 Station Road  
Cambridge CB1 2JD  
Cambridge Office: 01223 653188  
Website: [www.hlf.org.uk](http://www.hlf.org.uk)



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