

PHC Project Information

Dispossessed

DESCRIPTION

From dispossession to governed ownership, investment and recovery. Dispossessed is a PHC-governed project using the Croyde Bay Holiday properties as its founding case. Its immediate purpose is to test and, if viable, develop a structured acquisition and operating proposition for the properties through a consortium-owned management company, with a fixed number of investment positions, potential alignment with remaining legacy owners, and transparent independent governance. The project also develops two wider resources: a broad independent directory of relevant specialist services, and a free lessons-learned repository drawn from the Croyde Bay experience. PHC Service sits alongside these as the paid governance layer for the investment project and, potentially, for future owner groups facing comparable problems. Investment, directory membership and professional service appointments remain deliberately separate so that specialist services retain their independence.

OBJECTIVES

The first objective is to establish whether acquisition and sustainable commercial operation of the Croyde Bay Holiday properties is feasible, and if so to develop a credible investment, ownership and operating structure capable of attracting a principal investor and a defined number of co-investors. The project aims to create a commercially sound route by which remaining legacy owners can, where legally and financially appropriate, be aligned with or settled as part of the transition rather than treated only as an historic dispute population. A further objective is to establish the future management company or equivalent investment vehicle as the Project Owner, with clear investor rights, decision processes, operating responsibilities, financial reporting and conflict safeguards. Investment participation must remain separate from the procurement of legal, financial, property, hospitality, PHC and other professional services. Dispossessed will also build an open-ended, paid directory of independent service providers. The directory should improve visibility of relevant expertise without becoming a preferred-provider club: membership will not guarantee referrals or appointments, and service providers will not be required to invest in the property vehicle. PHC Service will be defined as the governance and project-health service supporting the Project Owner. It will maintain structured information across Concerns, Actions, Deliverables, Evidence, stakeholders, decisions and project-health reporting, and will be budgeted explicitly as a project P&L cost. Beyond Croyde, the project will preserve transferable lessons from the dispute and acquisition process as a free resource for other groups. Those groups may independently appoint specialist advisers and, where useful, collectively procure PHC Service to govern their own shared ownership, recovery or dispossession projects.

BACKGROUND

Dispossessed emerged from the experience of the Croyde Bay Holiday properties and a group of long-standing owners attempting to understand and respond to the loss of practical control and benefit from interests they believed remained relevant. The experience exposed not only legal questions, but also fragmented information, uncertain objectives, disputed responsibilities, unclear costs, weak collective governance and difficulty maintaining a shared evidence base. The project has now developed beyond a dispute-response exercise. Croyde Bay is being treated as the founding case and as a possible commercial opportunity: acquisition of the holiday properties through a properly constituted investment and operating vehicle, alignment or settlement with remaining legacy owners where commercially and legally feasible, and sustainable operation of the properties as a holiday-rental business. The proposed Project Owner would be the consortium or management company formed to acquire and operate the properties. Investment would be structured through a fixed number of investor positions, potentially combining a substantial principal investor with a defined number of smaller co-investors. The precise capital structure is not yet fixed and will depend on valuation, acquisition terms, due diligence and professional advice. Alongside the investment, Dispossessed will develop a broad directory of independent specialist services relevant to shared property ownership, timeshare, disputes, insolvency, finance, property operations, governance and related needs. Directory participation, equity investment and appointment to provide services are intended to remain separate. No directory member or investor should acquire an automatic right to professional work. PHC Service is intended to provide the continuing governance and project-health layer for the investment project itself. The service would be contracted by the Project Owner as a normal operating cost and shown transparently within the project P&L. Lessons learned from the Croyde Bay experience will also be preserved as a freely accessible resource that may help other groups facing comparable ownership or dispossession situations.

IMPACT SUMMARY

If successful, Dispossessed would demonstrate a route by which a difficult ownership and dispute history can be converted into a governed commercial project rather than remaining indefinitely trapped in fragmented grievance, litigation uncertainty and loss of collective control. For the Croyde Bay properties, impact would be measured by the quality and viability of the acquisition proposition, the ability to attract appropriate investment, the sustainable performance of the holiday-rental operation, the treatment of remaining legacy-owner interests, and the transparency of the resulting management and governance structure. For investors, the project aims to provide a professionally structured property opportunity supported by clear governance, documented decisions, independent specialist advice and continuing project-health visibility. For service providers, the wider directory may provide legitimate visibility without linking investment ownership to preferred-provider status or guaranteed work. For future owner groups, the free Croyde lessons repository is intended to preserve practical knowledge about governance failure, evidence, legal process, communications, ownership transition and recovery strategies. Such groups would remain free to select their own advisers while having the option to fund PHC Service collectively as an independent governance layer running alongside their shared ownership or recovery effort. The longer-term impact is therefore broader than the acquisition of one property portfolio: it is the demonstration of a repeatable model in which commercial ownership, independent professional services, accumulated public learning and continuous governance can coexist without being bundled into a single controlling organisation.

DOCUMENT LINKS

Project Info: [1]_Project_Info.pdf
Framing Questions: [2]_Framing_Questions.pdf
Strategic Plan: [3]_Strategic_Plan.pdf
Manifesto: [4]_Manifesto.pdf
Business Case: [5]_Business_Case.pdf
Phc Proposal: [6]_PHC_Proposal.pdf
Plan 90: [7]_90_Day_Plan.pdf