Strategic Plan

Dispossessed

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.

BUSINESS INFORMATION

General Summary

Project Dispossessed is now framed as a commercial acquisition and operating project using the Croyde Bay Holiday properties as its founding case.

The immediate commercial purpose is to establish whether the properties can be acquired through a properly constituted investment vehicle and operated sustainably as a holiday-rental business. The intended long-term Project Owner is a consortium-owned Management Company or equivalent special-purpose vehicle, rather than Order Efficiency Ltd itself.

The investment model is expected to use a fixed number of investor positions, potentially combining a substantial principal investor with a defined number of smaller co-investors. Exact capital amounts, percentages and subscription values remain subject to valuation, due diligence, financial modelling and professional advice.

A parallel objective is to deal constructively with the remaining legacy-owner position where legally and commercially feasible, without making unsupported promises of compensation, ownership or access.

PHC Service is intended to provide the continuing governance and project-health layer for the Project Owner, contracted separately as a normal operating cost and shown transparently in the project P&L. Alongside the property investment, Project Dispossessed will also develop an open-ended paid directory of independent specialist services and a free lessons-learned repository derived from the Croyde Bay experience.

PRODUCTS AND SERVICES

Current Situation

The project is currently in definition and early feasibility rather than service delivery or acquisition execution.

The foundation documents are being rebuilt around the commercial model: Project Information, Framing Questions, Strategic Plan, 90-Day Plan, Manifesto, Business Case and PHC Proposal. This work is establishing the intended investment structure, governance principles, operating assumptions, information gaps and decision gates before investors are approached formally.

PHC capability is already available through Order Efficiency Ltd for project framing, Concern and Action management, Evidence capture, Deliverable control, reporting and structured review. However, the commercial project still lacks validated property data, a profitability and cash-flow model, confirmed acquisition terms, a formal Project Owner, investor documentation, due diligence and an approved operating model.

The independent service-provider directory and free lessons-learned repository are also concepts at this stage and are not yet operational products.

Future Vision

The future vision is for Project Dispossessed to operate through three deliberately separate but complementary components.

1. **Property Investment and Operations:** a dedicated Management Company or equivalent Project Owner acquires and operates the Croyde Bay Holiday properties as a sustainable holiday-rental business, financed through a fixed number of investor positions.
2. **Independent Services Ecosystem:** a broad paid directory makes relevant specialist providers visible without creating preferred-provider status, referral entitlement or any requirement to invest.
3. **PHC Governance and Lessons:** PHC Service provides paid governance to the property project, while a separate free repository preserves transferable lessons from the Croyde Bay experience for other groups facing comparable ownership or dispossession problems.

Future owner groups may use the free material, appoint their own advisers independently, and where useful collectively procure PHC Service as a governance layer running alongside their shared ownership or recovery project.

How Do We Get There?

The route forward is to complete the investor-foundation document set and then progressively replace assumptions with verified evidence.

1. Complete the Strategic Plan, 90-Day Plan, Manifesto and PHC Proposal so the full project logic is internally consistent.
2. Build a profitability and cash-flow model from the property breakdown, market rental assumptions, occupancy, operating costs, transaction costs, reserves and sensitivity scenarios.
3. Clarify acquisition availability, seller / receiver process, legal structure, property condition, title, tax and regulatory requirements through independent professional advice.
4. Define the Project Owner, investor rights, principal and minority investor structure, decision rules and conflict safeguards.
5. Prepare investor-facing material only after the commercial assumptions are sufficiently evidenced and the legal route for capital raising is clear.
6. Develop the independent directory and lessons repository as separate facilities that do not affect procurement or investment rights.
7. Define and price PHC Service as a recurring project P&L item for approval by the eventual Project Owner.

PREMISES AND EQUIPMENT

Current Situation

The project currently relies on Order Efficiency Ltd's normal working capability and the PHC Port digital platform. The target physical asset has not been acquired and should still be treated as a potential investment opportunity rather than an operating base.

The most important missing 'equipment' is information and specialist capability rather than office hardware: reliable property inventory, condition data, historic or current rental performance, operating costs, compliance records, valuation evidence, title information, acquisition-process intelligence and professional due-diligence input.

PHC Port is already suitable as the governance repository for project-definition documents, Concerns, Actions, Deliverables, Evidence, stakeholders, decisions and reports, but sensitive legal, investor and personal material will require controlled access and classification.

Future Vision

If acquired, the Croyde Bay properties should become professionally managed commercial holiday assets supported by appropriate booking, payment, finance, maintenance, housekeeping, compliance, guest-communication and performance-reporting systems.

The future Project Owner should maintain authoritative operating and financial systems while PHC Port provides the cross-project governance layer that links Concerns, Actions, Evidence, Deliverables, decisions and project-health reporting.

The intended end state is not merely possession of the physical properties. It is a controlled operating environment in which investors, management and advisers can see what is where, how it is performing, and how that position is evidenced.

How Do We Get There?

The immediate path is to obtain and organise the information needed to understand the asset before commitments are made.

1. Establish the property inventory, legal ownership / sale status and likely acquisition route.
2. Obtain valuation, survey, title, planning, compliance, insurance and operating information through appropriate specialists.
3. Collect rental, occupancy, pricing and operating-cost evidence sufficient to support the first commercial model.
4. Create a structured due-diligence register in PHC, linking each information requirement to Evidence, Concerns, Actions and decisions.
5. Define the future operating systems, local management, maintenance, cleaning, guest handling and financial controls required at completion.
6. Test operational readiness before first trading through a controlled checklist and unresolved-exception process.

PEOPLE

Current Situation

The project is currently led by David Winter through Order Efficiency Ltd during the development stage. A formal operating organisation has not yet been created.

Required specialist inputs include property acquisition and valuation, corporate and investment structuring, legal and tax advice, financial modelling, holiday-rental operations, accounting, insurance and local property-management capability.

The remaining Croyde Bay legacy owners are an important stakeholder population because their history and current position may affect both acquisition strategy and the credibility of the wider project. Their role in any future commercial structure remains to be defined and should not be assumed in advance.

There is currently significant key-person dependency on the development lead for PHC framing, project history and documentation.

Future Vision

The future people model is a dedicated Management Company with clear accountable roles, supported by independent specialist advisers and PHC governance.

The board or equivalent governing body should include clearly defined authority over acquisition, capital, major expenditure, investor matters, operations and related-party transactions. Operational responsibilities should cover finance, property management, compliance, investor administration and guest-service delivery.

Specialist legal, tax, property and other advisers should remain independently accountable for their professional work. Directory membership or equity ownership should never create an automatic service appointment.

Order Efficiency Ltd may remain involved as developer, PHC provider and potentially as an investor, but those roles must be separately documented so that commercial ownership and service provision do not become conflated.

How Do We Get There?

The people strategy should develop in stages rather than staffing the final organisation prematurely.

1. Identify the specialist advisers needed to validate the acquisition and investment case.
2. Define the future Management Company structure, board roles, delegated authorities and reserved matters.
3. Separate the roles of investor, director, service provider, directory participant and PHC provider in the governance documents.
4. Document conflict-of-interest and related-party procedures before investor capital is accepted.
5. Develop a local property-operations model only after the acquisition proposition becomes credible.
6. Reduce key-person dependency through controlled records, shared access, defined responsibilities and succession arrangements.
7. Establish an evidence-led meeting and reporting rhythm focused on decisions, exceptions and Actions rather than informal discussion alone.

FINANCE

Current Situation

No committed acquisition funding or approved total project budget is yet confirmed.

The project currently has concept-level understanding of the likely capital requirement but not enough verified information to set firm investor percentages, subscription amounts, acquisition price or return expectations.

The immediate financial priority is therefore not fundraising itself but production of a defensible profitability and cash-flow model supported by evidence for property mix, rental pricing, occupancy, operating costs, transaction costs, maintenance, reserves and downside sensitivities.

Development-stage expenditure is expected to remain modest relative to the acquisition and may initially be funded by Order Efficiency Ltd or other agreed contributors, but external investment should ultimately be taken only through an appropriately structured and advised Project Owner.

Future Vision

The future financial model is a commercially sustainable property-owning and operating company funded through a fixed number of investor positions.

A substantial principal investor may take a significant proportion of the equity, with the remaining requirement syndicated across a defined number of smaller investors. The exact split should be determined by commercial modelling and investor-structure advice rather than fixed prematurely.

Primary project income should come from holiday-rental operations. Investor returns should therefore be supported by the performance of the underlying property business, not by entitlement to professional-service work.

PHC Service should appear transparently as a recurring operating cost in the project P&L. The independent service directory should have its own separate commercial basis. Any free lessons repository should be treated as a strategic public resource rather than confused with investor returns or property revenues.

How Do We Get There?

The financial path is to move from concept estimates to an evidence-based investment model.

1. Establish the likely acquisition value and transaction route.
2. Build a unit-by-unit or property-type rental model using realistic pricing, seasonality and occupancy assumptions.
3. Estimate operating costs, maintenance, compliance, insurance, management, staffing, taxes, reserves and any required refurbishment.
4. Model cash flow, profitability, downside cases and break-even thresholds.
5. Test alternative capital structures, including principal-investor and smaller-equity-unit scenarios.
6. Obtain legal, tax and financial advice on the investor vehicle, capital raising, minority rights, distributions and exit provisions.
7. Define the PHC Service cost and other recurring professional-service assumptions explicitly within the model.
8. Only after those steps, prepare firm investor terms and capital-raising material.

MARKETING

Current Situation

The project currently has a compelling story but the commercial proposition is still being separated from the historic dispute narrative.

The strongest immediate audiences are the seller / receiver or current controlling party, prospective principal investor, smaller co-investors, the remaining legacy-owner group, specialist advisers and potentially the current property management company if it can provide operating intelligence or participate constructively in the future structure.

Current public material must remain cautious because valuation, acquisition availability, investor structure and future owner benefits are not yet confirmed.

The service-provider directory and free lessons repository are strategically useful but should not dominate the investor message. The core investor proposition must remain the quality of the asset, operating economics, governance and acquisition structure.

Future Vision

The future market position is a professionally governed holiday-property investment with a distinctive but disciplined wider ecosystem.

For investors, the message is a commercial property opportunity supported by transparent governance, independent advice, a defined operating model and visible project-health control.

For legacy owners, the message is that their position is recognised and will be considered constructively, but only within structures that are legally and commercially supportable.

For independent service providers, the directory offers visibility on transparent terms without preferred-provider rights. For future owner groups, the free Croyde lessons repository offers practical knowledge and a route to independently select advisers or collectively procure PHC Service.

The strongest long-term reputation would come from demonstrating that commercial ownership, independent services, public learning and PHC governance can coexist without being bundled into a closed ecosystem.

How Do We Get There?

The marketing strategy should be evidence-led and audience-specific.

1. Complete the core project-definition documents so all public and investor messaging draws from a consistent source.
2. Develop a concise investment narrative focused on acquisition logic, rental economics, governance, investor structure and key uncertainties.
3. Prepare separate communication for legacy owners explaining what is proposed, what is not promised and how their interests may be considered.
4. Approach relevant operating and property organisations for information and possible strategic participation without implying preferred status.
5. Build the independent service directory under transparent paid membership rules, clearly separated from investment and procurement.
6. Create the free lessons-learned resource from controlled, non-privileged, non-personal material.
7. Use PHC reporting to publish evidence-based progress and project-health updates while keeping commercially sensitive, privileged and personal information restricted.