

PHC Project Manifesto

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.

1. MANIFESTO TITLE

Dispossessed: From Loss of Control to Governed Stewardship

2. WHY THE PROJECT EXISTS

Dispossessed exists to turn the experience of losing practical control over shared property into a stronger model for future ownership, investment, governance and stewardship.

The founding case is the Croyde Bay Holiday properties. The immediate purpose is commercial: to determine whether the properties can be acquired through a properly structured investment vehicle, operated sustainably as a holiday-rental business, and governed transparently for the benefit of investors and other legitimate stakeholders.

The wider purpose is to preserve the lessons of the Croyde experience, make relevant independent expertise easier to find, and demonstrate how PHC Service can provide a continuing governance layer for complex shared-property situations.

3. THE PROBLEM ADDRESSED

Dispossession is not only a legal problem. It can also be a governance, information, ownership and decision-making problem.

Where control becomes concentrated, records become fragmented, responsibilities are unclear and stakeholders lose visibility, opportunities to influence outcomes may disappear long before a final legal position is known.

At Croyde Bay, the historic dispute now sits alongside a different question: whether the properties can be acquired, governed and operated through a commercially credible structure that recognises the past without remaining trapped by it.

The project therefore addresses two linked failures: loss of practical control in the old structure, and the risk of recreating opaque or conflicted control in any replacement structure.

4. WHAT THE PROJECT DOES

Dispossessed approaches the Croyde Bay opportunity as a commercial project with explicit governance principles.

- Build an evidence-based acquisition and operating case before seeking firm investment commitments.
- Create a dedicated Management Company or equivalent Project Owner with defined investor rights, authorities and reporting.
- Use a fixed number of investor positions rather than an uncontrolled open-ended syndication.
- Explore fair and commercially supportable alignment or settlement with remaining legacy owners without making unsupported promises.
- Keep investment ownership, professional service appointment and directory membership structurally separate.
- Use PHC Service as the paid project-health and governance layer for the investment itself.
- Maintain a broad independent directory of relevant service providers without preferred-provider rights.
- Preserve transferable Croyde lessons as a free resource for future groups facing comparable ownership problems.

5. WHAT SUCCESS LOOKS LIKE

Success begins with a commercially credible answer to a simple question: can the Croyde Bay Holiday properties be acquired and operated sustainably under a better-governed ownership structure?

If the answer is yes, success would include an investable acquisition case, an appropriately structured Project Owner, sufficient committed capital, successful transaction execution, operational readiness, sustainable rental performance, transparent investor reporting and disciplined stewardship of the assets.

Success would also mean that the remaining legacy-owner position has been handled openly and constructively within legal and commercial reality.

Beyond Croyde, success means that the project leaves behind something reusable: an independent service ecosystem, a free body of lessons learned, and evidence that PHC governance can help collective ownership groups maintain visibility before loss of control becomes irreversible.

6. THE ROLE OF PHC

PHC is the governance and project-health service for Dispossessed; it is not the property owner, legal adviser, investment adviser or operating company.

PHC provides the structured information environment in which Concerns, Actions, Deliverables, Evidence, stakeholders, decisions, reports and project-health assessments can be maintained and reviewed throughout acquisition and operation.

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PHC does not replace independent specialist advice. Its purpose is to help ensure that such advice, together with operating evidence and stakeholder information, remains connected to the decisions that determine project health.

7. THE ROLE OF ORDER EFFICIENCY

Order Efficiency Ltd is the development sponsor of Project Disposessed and the provider of PHC Service during the project-formation stage. Its role is to develop the project framing, governance structure, investor foundation documents and PHC operating model sufficiently for a dedicated Management Company or equivalent vehicle to become the long-term Project Owner.

Order Efficiency Ltd may itself choose to participate as an investor, but any equity interest must remain separate from the appointment of PHC Service. Investment should create no automatic service entitlement, and service appointment should create no investment privilege.

Order Efficiency Ltd should not be assumed to become the permanent property owner merely because it initiated the project.

8. LEGACY STAKEHOLDERS

Disposessed recognises several distinct stakeholder classes: investors, the future Management Company, remaining legacy owners, professional advisers, service providers, guests and customers, local operating partners, regulators and wider users of the lessons repository.

The remaining legacy owners have particular relevance because their history, evidence and continuing connection to the properties form part of the project's origin. Where commercially and legally feasible, settlement, recognition or continuing benefit may be explored, but nothing should be presented as guaranteed before it is properly structured.

The independent service-provider directory is a separate stakeholder mechanism. Paying to be listed does not confer an investment slot, referral entitlement, preferred-provider status or right to work. Likewise, investing in the property vehicle does not create a right to provide professional services.

Future groups using the free lessons repository remain free to appoint their own advisers and may, if useful, collectively procure PHC Service for their own project.

9. CORE PRINCIPLES

- Build the commercial case from evidence, not enthusiasm.
- Do not confuse a compelling history with an investable proposition.
- Separate grievance from acquisition.
- Separate verified fact from assumption, forecast and allegation.
- Separate investment ownership from professional service appointment.
- Do not allow directory membership to become preferred-provider status.
- Do not allow a dominant investor to become an undocumented source of project authority.
- Keep related-party interests visible and govern them explicitly.
- Treat remaining legacy owners with respect without promising outcomes the project cannot support.
- Make PHC governance a transparent project cost, not an embedded privilege.
- Preserve useful lessons while protecting privileged, confidential and personal information.
- Prefer sustainable stewardship over short-term extraction.
- Keep specialist services independent.
- Make project health visible early enough to change outcomes.

10. CLOSING STATEMENT

Disposessed begins with the Croyde Bay Holiday properties, but its purpose is larger than one acquisition. It seeks to demonstrate that a difficult history of fragmented ownership, disputed control and lost visibility can be converted into a commercially disciplined model built on evidence, independent expertise, transparent investment and continuing governance.

If the Croyde acquisition proves viable, the project should show that profitable operation and responsible stewardship can reinforce rather than undermine one another.

If it does not prove viable, the work should still leave behind a governed evidence base, an independent service network and a body of practical learning that helps others recognise and respond to similar risks earlier.