PHC Business Case

Dispossessed

Understanding how ownership is lost, and what can still be saved. Dispossessed is a public repository and knowledge base dedicated to understanding how individuals and groups lose practical control over property assets despite retaining a perceived or documented interest. By capturing concerns, evidence, commentary and actions arising from real cases, the project aims to identify recurring patterns of governance failure, ineffective recovery strategies and distressed asset opportunities, helping affected stakeholders compare experiences, organise information and explore constructive alternatives to prolonged litigation.

1. PROJECT CONTEXT

Project Dispossessed is centred on the possible acquisition and future commercial operation of the Croyde Bay holiday properties in North Devon, following insolvency and receivership circumstances affecting the present ownership structure.

The properties were previously operated through a holiday ownership or timeshare-style arrangement. A group of remaining or former owners continue to dispute aspects of the management, control, acquisition of ownership weeks, closure of the club, and loss of the original ownership model. Their position is therefore an important part of the project context, but the project is not framed merely as a continuation of the dispute.

The proposed commercial model is to establish a properly constituted investment and operating vehicle, expected to take the form of a consortium-owned management company or equivalent special-purpose entity. That entity would become the Project Owner for the acquisition and operation of the properties. Investment would be raised through a fixed number of equity participation slots, potentially including one principal investor and a defined number of smaller co-investors.

Alongside the investment structure, but deliberately independent from it, Project Dispossessed would develop a broad directory of relevant professional and specialist service providers. Directory membership would not confer any investment entitlement, preferred-provider status, referral right, or entitlement to work. Equally, equity ownership would not confer any right to provide services to the project.

PHC Service would operate as the governance and project-health service for the investment and operating project itself, contracted as a normal project cost and visible as a line item in the project P&L. The Croyde Bay experience would also support a freely available lessons-learned resource for other groups facing comparable dispossession or loss of collective ownership interests.

2. CURRENT POSITION AND GAP TO TARGET

The project remains at an early framing stage. The property opportunity, historic owner context, broad investment concept, PHC governance role, and the principle of separating investment from service provision have been identified. However, the acquisition route, valuation, receiver or seller process, legal ownership structure, investment vehicle, operating model, detailed financial case, tax treatment, due diligence requirements, and investor terms remain to be established.

The target position is a fully structured acquisition proposition owned and operated by a dedicated management company or equivalent project vehicle, with a defined number of investment slots, clear investor rights and obligations, an independently governed commercial operating model, and a credible plan for sustainable holiday-let revenues.

The directory of independent services should be built as a separate, potentially unrestricted commercial facility. Its purpose is to make relevant expertise visible and accessible, not to create a closed club of preferred providers. Participation in the directory and participation in the property investment must remain contractually and operationally separate.

The gap to target therefore includes acquisition finance, formal investor structure, valuation, legal and tax advice, receiver engagement, owner settlement strategy, operating forecasts, governance documentation, service-procurement rules, conflict safeguards, due diligence, property management arrangements, and a clear basis on which PHC Service is contracted and charged to the operating project.

3. OPERATING OPPORTUNITY

The primary operating opportunity is to acquire a high-value holiday property asset in a strong coastal destination and operate it as a professionally managed holiday-let business capable of generating recurring rental income and preserving or increasing long-term asset value.

The investment structure may be strengthened by dividing part of the required equity into a fixed number of defined participation units, allowing a principal investor to take a substantial holding while a wider group of co-investors participate in smaller proportions. The precise percentages, capital requirement, investor classes and rights would be determined through formal commercial, legal and financial design rather than fixed at this stage.

The remaining legacy owners may also represent an opportunity for alignment rather than continuing opposition. A commercially and legally sound settlement or recognition mechanism could reduce uncertainty, improve stakeholder relationships, and allow the new operating vehicle to begin with a clearer social and governance position.

A second opportunity is the creation of an independent services ecosystem around the project. A broad directory could include legal, timeshare, property, insolvency, finance, hospitality, governance, owner-representation and other specialist providers. The directory would remain separate from both investment ownership and project service appointments.

The Croyde Bay project would then serve not only as an operating property investment, but also as a live demonstration of how PHC Service can govern complex collective-ownership situations while preserving the independence of specialist advisers and service providers.

4. PROBLEM BEING SOLVED

The immediate problem is that the current property situation combines an uncertain acquisition opportunity, historic owner grievance, fragmented information, legal complexity, investor uncertainty, and the need for a commercially credible future operating model.

The wider problem is that collective property and timeshare-style ownership structures can become vulnerable when information is fragmented, governance is weak, management control becomes concentrated, decision-making lacks transparency, or owners lack an effective mechanism for maintaining shared evidence and coordinated oversight.

Project Dispossessed aims to address both levels. At Croyde Bay, it would seek to create a commercially viable acquisition and operating structure with transparent investor governance and a defined route for dealing with the remaining owners. Beyond Croyde, it would preserve and publish transferable lessons while making PHC Service available to other owner groups that want an independent governance and project-health layer running alongside their collective ownership interests.

The model deliberately avoids solving these problems by vertically integrating every service. Instead, specialist services remain independent, independently appointed and independently accountable, while PHC provides the cross-project governance structure that helps maintain visibility of Concerns, Actions, Evidence, Deliverables, decisions and stakeholder positions.

5. PROPOSED INVESTMENT LOGIC

The investment logic is based first on the commercial performance of the Croyde Bay holiday properties themselves. Investors would participate through a formally structured management company or equivalent project vehicle, with returns principally linked to rental performance, operating efficiency and long-term asset value.

The capital structure would contain a fixed number of investment opportunities rather than an unlimited open-ended syndication. One model to test is a substantial principal-investor holding combined with a defined number of smaller equity units. The exact proportions and subscription amounts should only be established after valuation, acquisition-price clarity, financing advice and legal structuring.

Order Efficiency Ltd may itself choose to participate as one investor, but any investment holding would be separate from the appointment and charging of PHC Service. PHC Service would be contracted by the Project Owner in the same way as other project services and represented transparently as a project P&L cost.

The project would also maintain a broad paid directory of independent organisations with relevant expertise. Directory membership would be commercially available on transparent terms and would not be limited by the number of investment slots. A directory member would not be required to invest, and an investor would receive no entitlement, preference, exclusivity, referral right or guaranteed opportunity to provide services.

A free lessons-learned repository arising from the Croyde Bay experience could create wider strategic value. It would provide useful knowledge to other groups facing comparable ownership or dispossession problems while indirectly demonstrating the capability of participating independent service providers. Future groups could then choose their own advisers and, where useful, collectively fund a PHC Service to govern their shared project or ownership situation.

6. EXPECTED BENEFITS

The expected benefits span commercial return, investor diversification, owner alignment, governance quality, service-market development and wider public learning.

Commercially, the project could create a professionally operated holiday-let business producing recurring rental revenues and potential long-term capital appreciation. A structured combination of one principal investor and smaller co-investors may also make the overall capital requirement easier to assemble while reducing dependence on a single funding source.

For the remaining legacy owners, a negotiated settlement, recognition mechanism or other commercially sound arrangement could provide a more constructive route than continued uncertainty, subject to legal advice and the final acquisition structure.

For the Project Owner and investors, PHC Service would provide a continuing governance layer covering project status, Concerns, Actions, Evidence, Deliverables, stakeholder information, decision records, reporting and exception-based review. Its cost would be transparent within the project operating model.

For independent professional firms, the directory could provide visibility without tying service appointments to ownership or investment participation. For future owner groups, the free lessons repository could provide practical starting information while preserving their freedom to appoint advisers and services independently.

For Order Efficiency Ltd, the project could demonstrate PHC as a paid governance service operating alongside, rather than replacing or controlling, legal, financial, property, hospitality and other specialist services.

7. COST AND RESOURCE NEEDS

The project will require staged capital and specialist resources. Early expenditure should focus on feasibility, valuation, legal and tax structuring, receiver or seller engagement, financial modelling, investor documentation, operating forecasts, owner-settlement options, property inspection and due diligence.

The acquisition phase would require the purchase price, transaction taxes and costs, legal and professional fees, surveys, refurbishment or compliance works, insurance, booking and operating systems, working capital, operating reserves and local property-management setup.

The investment structure itself will require formal legal and financial design, including the management-company constitution, investor rights, share or unit structure, decision rights, capital-call provisions if any, distributions, transfer rules, conflicts policy, related-party controls, reporting obligations and exit arrangements.

PHC Service should be budgeted explicitly as an ongoing governance cost within the project P&L rather than being treated as an informal contribution from Order Efficiency Ltd. The later PHC Proposal should define the service scope, hours or resource basis, reporting outputs, charging method and any scalable service levels.

Other required resources are likely to include acquisition and property advisers, legal advisers, finance and tax specialists, accountants, hospitality and holiday-let specialists, insurance advisers, local operations capability, stakeholder liaison, and independent service providers appointed as needed through normal procurement or selection processes.

The separate services directory would have its own operating and administration costs and should not be financially confused with the property investment vehicle or the PHC Service contract.

8. WHY GOVERNANCE SUPPORT IS NEEDED

Governance support is central because the project combines a major property acquisition, multiple investors, historic owner interests, legal and commercial uncertainty, a new operating company, independent professional services and a potentially sensitive public history.

The PHC Service would provide the continuing governance and project-health framework for the Project Owner. It would maintain structured records of Concerns, Actions, Deliverables, Evidence, stakeholder positions, decisions, commitments, risks, meetings and project-health assessments, allowing investors and management to distinguish unresolved exceptions from routine information.

Independence must be designed into the governance model. Equity participation must not create a right to professional work. Directory membership must not create preferred-provider status. Service appointment must not require equity participation. Related-party appointments, including any appointment involving an investor, director, Order Efficiency Ltd or a connected organisation, should be visible, justified and managed under clear conflict and approval rules.

The free lessons-learned repository should also be governed separately from confidential investor, legal or commercially sensitive information. Its purpose is to preserve transferable learning from the Croyde Bay experience without compromising privilege, confidentiality or the independence of professional advice.

This separation is fundamental to the wider Project Dispossessed model: PHC governs the information environment and project-health process, while legal, financial, property, hospitality and other specialist services remain independently responsible for their own professional work.

9. RECOMMENDATION

The recommendation is to proceed to a formal feasibility and investment-structuring phase for Project Dispossessed, while explicitly separating three parallel components from the outset: the property investment vehicle, the independent services directory, and the PHC Service governance contract.

The property workstream should establish valuation, likely acquisition terms, receiver or seller requirements, investor capital needs, operating forecasts, management-company structure, principal and minority investor rights, legacy-owner settlement options, due diligence requirements and a credible holiday-let operating plan.

The directory workstream should define transparent membership criteria, charging, presentation and governance on the basis that membership is open-ended and creates no investment entitlement, preferred-provider status or right to instructions.

The PHC workstream should define the service to be purchased by the eventual Project Owner, including project-governance activities, information maintenance, reporting, exception management, assessments and the recurring P&L cost. Order Efficiency Ltd should be free to invest on the same basis as other investors without that investment determining whether PHC is appointed.

In parallel, the existing Croyde Bay dispute material should be progressively distilled into an appropriately controlled lessons-learned resource, separating public transferable learning from confidential, privileged or personally identifying material.

The next project-definition documents should therefore include a refined Project Definition, investment and governance principles, operating-model assumptions, stakeholder model, service-directory concept, and a PHC Proposal that defines the PHC Service line items and charging basis. Only after those foundations and professional advice are in place should specific investor percentages, subscription amounts or acquisition commitments be presented as firm terms.