



Archbishop's Palace Conservation Trust

The Business Plan



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Cover illustration: Otford Palace in the 16th Century by Rob Sherratt

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Executive summary

- The site of Archbishop's Palace in Otford, Kent, dates back to 821 but it was in 1515 that Archbishop Warham built one of the largest palaces in England, comparable in size to Hampton Court. The site and buildings are of significant architectural and archaeological significance.
- The aim of the Trust is to engage with a wide range of people from north-west Kent and London, together with visitors to the area, using the site and buildings of the Tudor Palace and the Otford Heritage Collection to promote the understanding and enjoyment of the heritage of the Darent Valley, and thus to engender their well-being through engagement with that heritage.
- To achieve this, we will restore the iconic buildings of the Archbishop's Palace in Otford and create an interpretation centre. By maintaining and enhancing this famous heritage site we can develop it as a high-quality interpretation centre, or gateway, to discovering the landscape of the Darent Valley. Providing public access to such an historic building will therefore be of positive benefit and further its aim to continue as one of the Valley's major heritage sites. It will help to support the tourism economy of the area.
- The objectives have evolved over time: from the initial emphasis on the restoration and recycling of a Tudor Palace, they moved to a focus on benefits to the community and then to an understanding that the Palace and the landscape of the Darent Valley are mutually interwoven.
- The Trust was incorporated as a Charitable Incorporated Organisation in 2017. It currently has ten trustees whose abilities cover many of the competences required to undertake this challenging project. Although we try to consider how inclusive our programmes are at every stage, we recognise there is a link between inclusivity and diversity and we want to ensure a range of voices are considered within our decision making and planning.
- In the early stages of the project, the Trustees considered a number of options for the conservation and restoration of the site and buildings before deciding that:
 - The North-West Tower will house the museum (the Otford Heritage Collection) and interpretation centre, with meetings and exhibition space and an archive. There would also be a shop in a single storey extension to the south of the Tower.
 - The Gatehouse will be converted into a secure educational study centre for the growing number of school and other organised groups of visitors.
 - Environmental sustainability will play an important part in the design with plans for good building insulation, water harvesting, solar panels and heat recovery from ground water.
- The Trust has been clear since its formation, that the Archbishop's Palace should be an interpretation centre for the whole of the Darent Valley – not just for the Village of Otford. This not only increase the size of the audience, but also its diversity. The Darent Valley is an area enjoyed by many visitors. Because of the close proximity of London and the high population of North West Kent, the potential visitor audience to the Darent Valley is huge. 508,870 people live within 5km of the Valley boundary. The is number increase to 1.3 million within 10km (the area

includes some London suburbs) and to 3.2 million within a 16km radius.

- The visitor experience has been considered in five phases:
 - Information to help visitors make the *decision* to visit the palace
 - *Entry* to the Palace and its grounds
 - *Connections* to, and *interpretation* of, the site and buildings and the landscape of the Darent Valley through time.
 - The *exit* phase visitors leave the site, and
 - Making a *commitment* to return and tell their friends.

This is discussed in detail in a separate document: *The visitor experience and interpretation plan*.

- The Palace Field management plan considers four areas of the site:
 - The Outer Courtyard to the south of the buildings, which will be used for community events
 - An Environmental Area that will be managed for biodiversity, providing a pollinator corridor, a north-south hedgehog highway – and a safe space for forest schools.
 - The Garden and Heritage Orchard at the west of the site will be an area of relative tranquillity.
 - The Paddock, which is the site of the South-East Tower excavated in the 1970s, will be managed as an area of biodiversity.
- The project evaluation is based on a theory of change model developed with the help of consultants from Tavistock Institute. This sets out the distinct actors, the actions, outputs, outcomes and impacts.
- The Trust continually reviews the strengths, weaknesses, opportunities and threats to the project and maintains a SWOT analysis.
- The overall project is divided into six stages:
 1. The initial planning which ran until October 2018
 2. Community involvement is ongoing.
 3. Stabilisation works to make the north-west Tower weatherproof and to carry out repairs to the masonry and brickwork. (November 2021 – May 2023)
 4. Development and capacity building, and securing funding for the main part of the construction work. (May 2023-April 2024)
 5. Construction of the interpretation centre in the Main Tower, and the conversion of the Gatehouse to an educational study centre. (May 2024-March 2025)
 6. Operations. (from April 2025)
- The Trustees pay continual attention to planning for the future, including developing the competences of the Board and volunteers, and ensuring the orderly succession of the Board itself.
- The detailed financial predictions and the project risk register are set out in the second volume of this business plan.

1. Vision and objectives

1.1 Our vision

The Trust will engage with a wide range of people from north-west Kent and London, using the site and buildings of the Tudor Palace and the Otford Heritage Collection to promote the understanding and enjoyment of the heritage of the Darent Valley, and thus to engender their well-being through engagement with that heritage. To achieve this, we will restore the iconic buildings of the Archbishop's Palace in Otford and create an interpretation centre that will act as a hub for further exploration.

1.2 Objectives

- i. Working closely with the local community, to develop and run a sustainable programme of activities that will enable us to fulfil our vision to engender well-being through engagement with our heritage.
- ii. Subject to the assent of Historic England and with the agreement of Sevenoaks District Council (who have granted the Trust a 99-year lease on the property), to have the freedom to maintain and develop the Palace buildings and their grounds.
- iii. To assemble the talents, finance and management skills required to build and manage a self-sustaining centre for the dissemination of knowledge about our Tudor and our Valley's heritage.
- iv. To develop a lasting heritage landmark within the Sevenoaks region.

1.3 Our values and culture

Our work is informed by enduring values of

- *Authenticity*, of the stories that we tell our audience and in the way in which we conserve the fabric of the Palace;
- *Quality*, in the presentation of the site and buildings, and in the experiences that we provide;
- *Imagination*, in how we interpret the heritage of the Darent Valley
- *Inclusivity*, in making the activities of the Trust widely accessible to as diverse an audience as possible
- *Responsibility* for our stewardship of the site and buildings; and
- *Fun*, in sharing our love for heritage in the most enjoyable way possible.

1.4 Evolution

The objectives have evolved over time. The initial emphasis was on the restoration and recycling of a Tudor Palace. However, there is little point in restoring a building if it does not have a purpose and the objectives moved to a focus on benefits to the community. More recently, we have come to realise that the Palace and the landscape of the Darent Valley are mutually interwoven and that an important objective is to interpret this 'landscape through time.'

2. Introduction

The site of Archbishop's Palace in Otford, Kent, dates back to 821 but it was in 1515 that Archbishop Warham built one of the largest palaces in England, comparable in size to Hampton Court. In the 17th Century, the buildings fell into disrepair and now all that remains is part of the North Range - the North West corner tower, part of the Northern Gatehouse and connecting wall which has been turned into a row of three small cottages. The site, the Tower and the gatehouse are currently owned by Sevenoaks District Council (SDC).

The local community would like to see this significant historical building conserved and developed as a focal point for the Darent Valley community. To that end, a Charitable Incorporated Organisation - The Archbishop's Palace Conservation Trust (APCT) - has been established (Registration number 1173486) to conserve the site and buildings and operate it as a self-sustaining community resource. The Trust signed a 99-year lease with SDC in September 2019.

This document demonstrates the feasibility of the project. It sets out a plan for the conservation process and the first two years of its self-sustaining operation. It covers the period from inheriting an empty shell into restoring the buildings into a heritage landmark for the region and creating a self-sustaining hub for the discovery of the Darent Valley, the Tudor period and the role of the Archbishop's Palace.

The financial details of the project are set out in a separate volume.

As with all business plans, this is an evolving document that is continually being revised to reflect changing circumstances.

It should read in conjunction with three supporting documents:

- The APCT Audience development plan, and
- The APCT Visitor experience and interpretation plan
- The Palace Field management plan



Figure 1: The Palace buildings from the South-West

3. The Archbishop's Palace

3.1 A heritage landmark

The historic environment of the Palace buildings and its grounds in Otford constitute our common heritage. A history timeline can be found on the Palace website at: <https://otfordpalace.org/palace-history/>. More detailed accounts can be found on the APCT website (<https://otfordpalace.org>), in Clarke & Stoyel (1975), and Philp (1984)

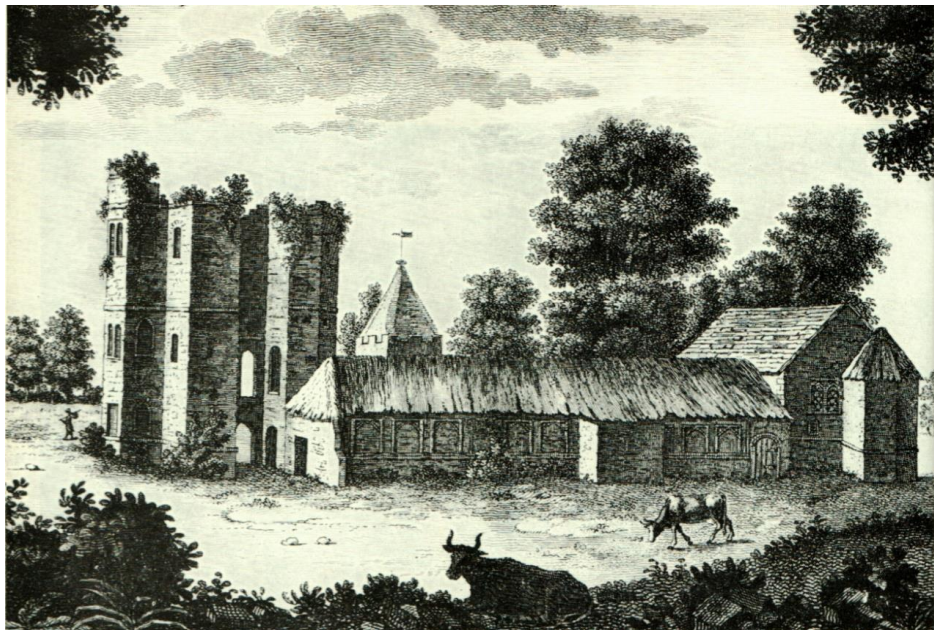


Figure 2: The view of the Palace from the South West in the 18th Century, from an engraving by Bayly (in the Otford Heritage Collection)

Described as a “spectacular but short lived extravagance,” now all that remains is part of the North Range - the North West corner tower, part of the Northern Gatehouse and the connecting wall which was turned into a row of three small cottages. There are further remains on private land, and a section of the boundary wall can be seen in Bubblestone Road - which was previously the site of the Palace moat.

However, geophysical and Lidar investigations reveal the underlying structure of what was, in its heyday, a truly magnificent palace. With this demonstrable long history, Otford Palace, which is a scheduled monument (no 1005197, Historic England 1928), is unquestionably a Heritage site of National significance.

The surveys show that there are no foundations or other structures beneath that part of Palace Field bordering the Sevenoaks Road. This area was used as a vegetable garden in Tudor times.

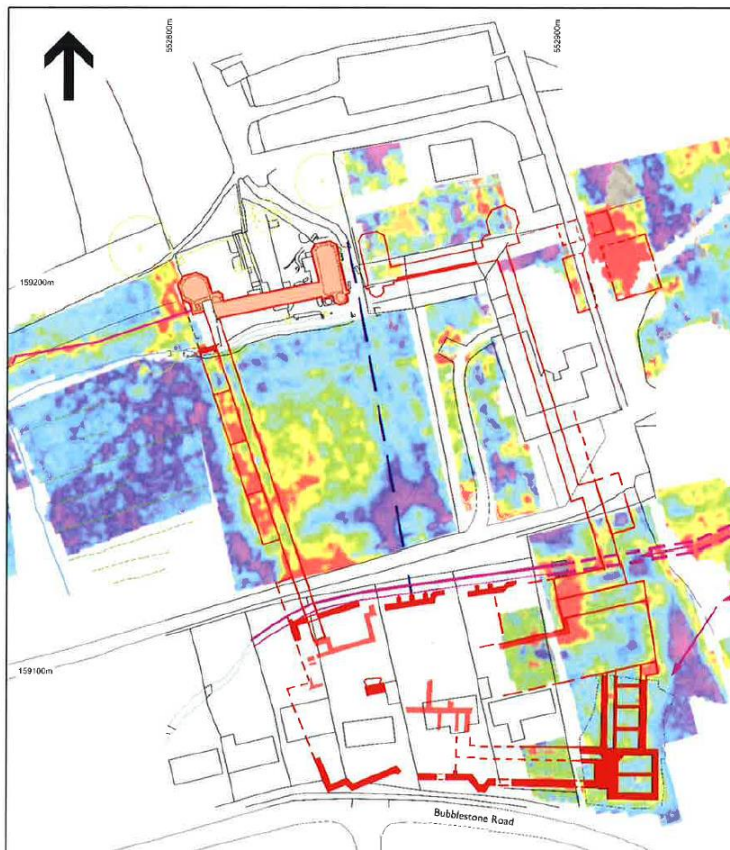
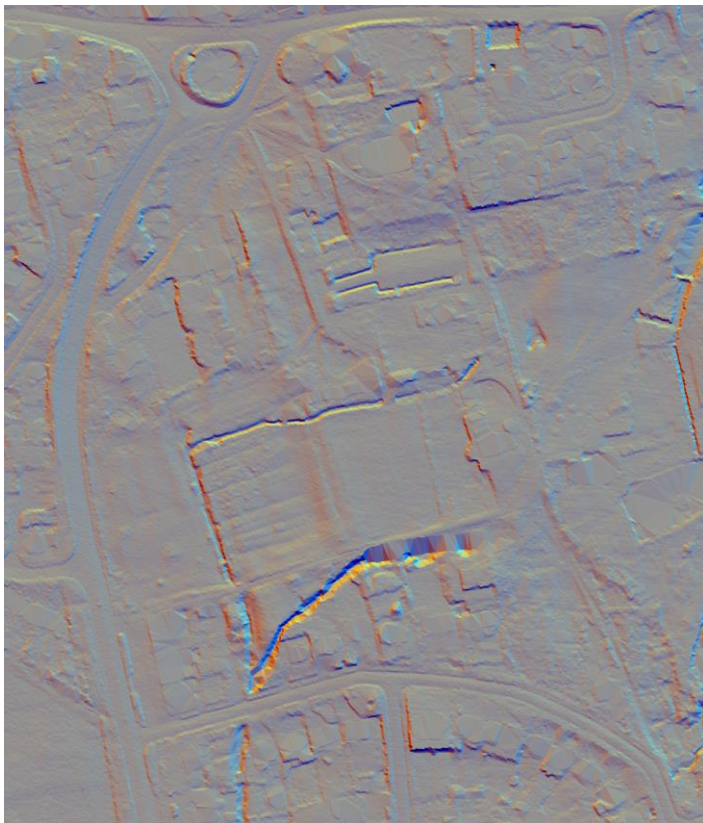


Figure 3: The overall plan of the Tudor Palace against the background of the geophysical survey



*Figure 4: A LiDAR image of the Palace area
(© Darent Valley Landscape Partnership Scheme)*

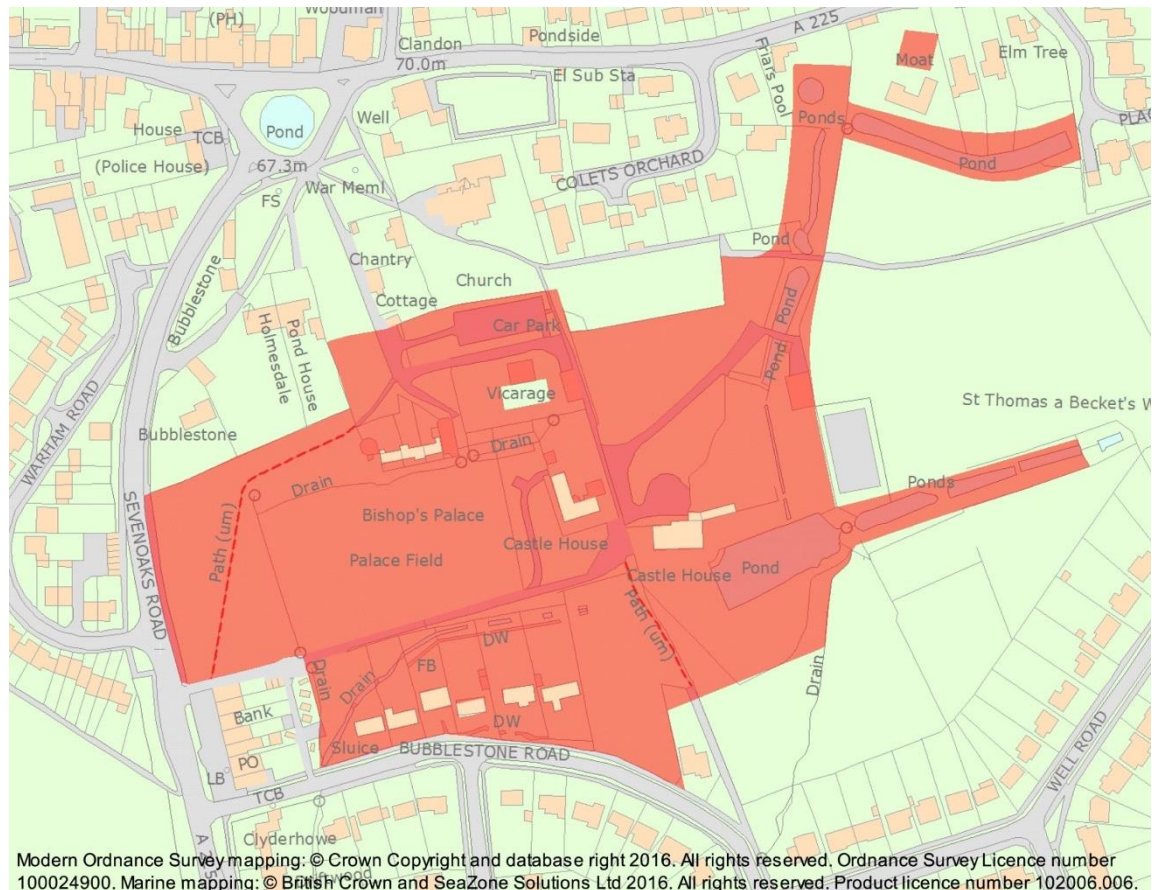


Figure 5: Historic England map of the scheduled site.

As the map from Historic England (Figure 5) illustrates, the overall extent of the scheduled site extends well beyond the remaining Palace buildings. The remains of the Southern buildings lie under a 1970s housing development.

Otford Palace is of *exceptional* significance for

- The evidence which it provides for the form and architectural character of what was one of the outstanding buildings of early 16th century England.
- Its archaeological potential to yield much more information about that building, particularly on the moat island, and its medieval predecessors.

Otford Palace is of *considerable* significance for

- The evidential value of the adaptation of the north-west range by the Sidney family.
- Its ability to illustrate the form and scale of a late medieval archiepiscopal palace, despite its fragmentary survival.
- The aesthetic qualities, designed and fortuitous, of the north range building in its open space setting.
- The contribution it makes to the character and appearance of Otford Conservation Area.
- The insight it provides into the character and ambition of Archbishop Warham.

Otford Palace is of *some* significance for

- As an illustration, especially with the archive material, of the struggle for the conservation of historic places during the 20th century.
- Its contribution to the identity of Otford and its community today.



Figure 6: Existing elevations (Thomas Ford)

3.2 Location

The Archbishop's Palace and grounds lie a short distance to the South-East from Otford Village Centre. The Heritage Village of Otford is in the centre of the Darent Valley in a designated area of outstanding natural beauty. Otford itself is a Heritage Village dating back to Roman times with many listed buildings, including the only duck pond in the country with listed status!

4. Becoming a hub

The location of the Palace is a natural hub and starting point for exploration of the Darent Valley and the surrounding region. It is located at the intersection of the two major valley routes, the north-south A225 and the east-west Pilgrims Way, the ancient route between Winchester and Canterbury.

The Darent Valley Landscape Partnership (DVLPS), supported by significant Lottery funding, is seeking to enhance the profile and visibility of the valley's major heritage and landscape assets. The DVLPS has the support of The Tourism and Economy team at Sevenoaks District Council (SDC).



Figure 7: The Darent Valley (© Rod Shelton)

By maintaining and enhancing this famous heritage site we can develop it as a high-quality interpretation centre, or gateway, to discovering the landscape of the Darent Valley. Enabling us to provide public access to such an historic building will therefore be of positive benefit and further its aim to continue as one of the Valley's major heritage sites.

The Sevenoaks District Draft Local Plan notes that "The District is already a popular tourism destination due to the attractive environment, historic towns and villages, and nationally recognised historic estates." The Plan considers the adoption of a policy "to protect, support and encourage tourism, businesses, visitor accommodation and visitor attractions, including heritage assets." This project to develop the Archbishops' Palace speaks directly to that aspiration.

The Trust's Audience Development Plan is set out in a separate document.

4.1 For the discovery of the heritage of the Darent Valley

It is intended that the ground floor of the tower provides visitors with an exciting adventure of discovery into the valley's current heritage sites. There will be detailed, scale models and artist's impressions of all the historical buildings within the valley. They will reveal to the visitor the worlds in which our ancestors once lived when these iconic places were newly built.

The first floor is intended as a full re-creation of a Tudor room and, subject to our proposed link with Hampton Court Palace, it is hoped to hold regular Tudor fashion and other period exhibitions within it (whenever possible linking with the school syllabus).

The second floor will be used as a repository and library of reference knowledge on the valley's history and heritage. Many of our Darent villages have already collected historical assets, papers and photos of local historical interest. This disseminated knowledge can now be correlated, digitised and centralised and made available for reference and study. Where possible it will be added to the growing digital archive on the APCT website (<http://otfordpalace.org/archive/>).

We believe that the centre will become a familiar venue and learning experience for many of our schools. Educational projects will be tailored to meet the requirements of the curricular. It is proposed that the adjacent gatehouse will be utilised for this purpose as a secure study centre, lecture-room, and base for these study visits.

Using the expanse of the courtyard space outside, there are many opportunities for period-themed events: historical re-enactment groups, Son-et-Lumiere performances country fairs and feasts within a running programme of events, tailored for school holidays.

4.2 Developing tourism in the Darent Valley

From the outset it was clear to the Trustees that a sustainable future that was highly reliant on visitor numbers, and would only be possible through development of the visitor economy in the Darent Valley. The Trust has therefore become involved in, and has undertaken, some projects that will encourage and enable the growth of sustainable tourism in the area.

These activities include:

- Active participation in the Sevenoaks Visitor Economy Forum, organised by Sevenoaks District Council.
- Working closely with the Otford Sustainable Tourism Working Group established by Otford Parish Council
- The development of the Visit Otford website (see section on The Darent Valley Landscape Partnership below)
- Promoting the provision of visitor accommodation in the area.
- Encouraging the provision of a local visitor bus service and electric-assist bicycle hire.

The Sevenoaks and Tunbridge Wells Economic Needs Study (Turley Economics, 2016) states that, “tourism is a major contributor to economic viability and growth in Sevenoaks, with the industry worth over £230 million to the local economy and supporting over 4,250 jobs. The Council will support tourism investment, and will work with local businesses to facilitate growth and marketing.” The Sevenoaks District currently attracts about 3.9 million visitors each year. It is estimated at 3.2 million people live within 10 miles of the Darent Valley and this figure will rise significantly with the proposed developments at the Thames Gateway. The proposed leisure park in North Kent will attract more visitors to the area and they too are potential visitors.

Each year, Visit Kent, Kent Downs Area of Outstanding Natural Beauty and Sevenoaks District Council commission research on the economic impact of tourism in the area. The most recent reports were published in December 2022, and were based on data from 2021 (Destination Research 2022a, 2022b).

Highlights from the Kent AONB report (figure 8) were that:

- Tourism in the Kent Downs AONB is bouncing back, and quicker than rest of the county.
- Visitor spend in 2021 was only 15% below 2019 levels and is set to continue to rise with 2023 being another strong year for staycations.
- 8.6 million people visited the Kent Downs AONB
- Day trips and stays increased by 34% and 43%.
- The value of day trips and stays increased by 39% and 60%.
- Visitors spent £379m in the local economy, an increase of 47%.
- Visitors to the Downs have helped to safeguard 8,255 jobs, an increase of 47%

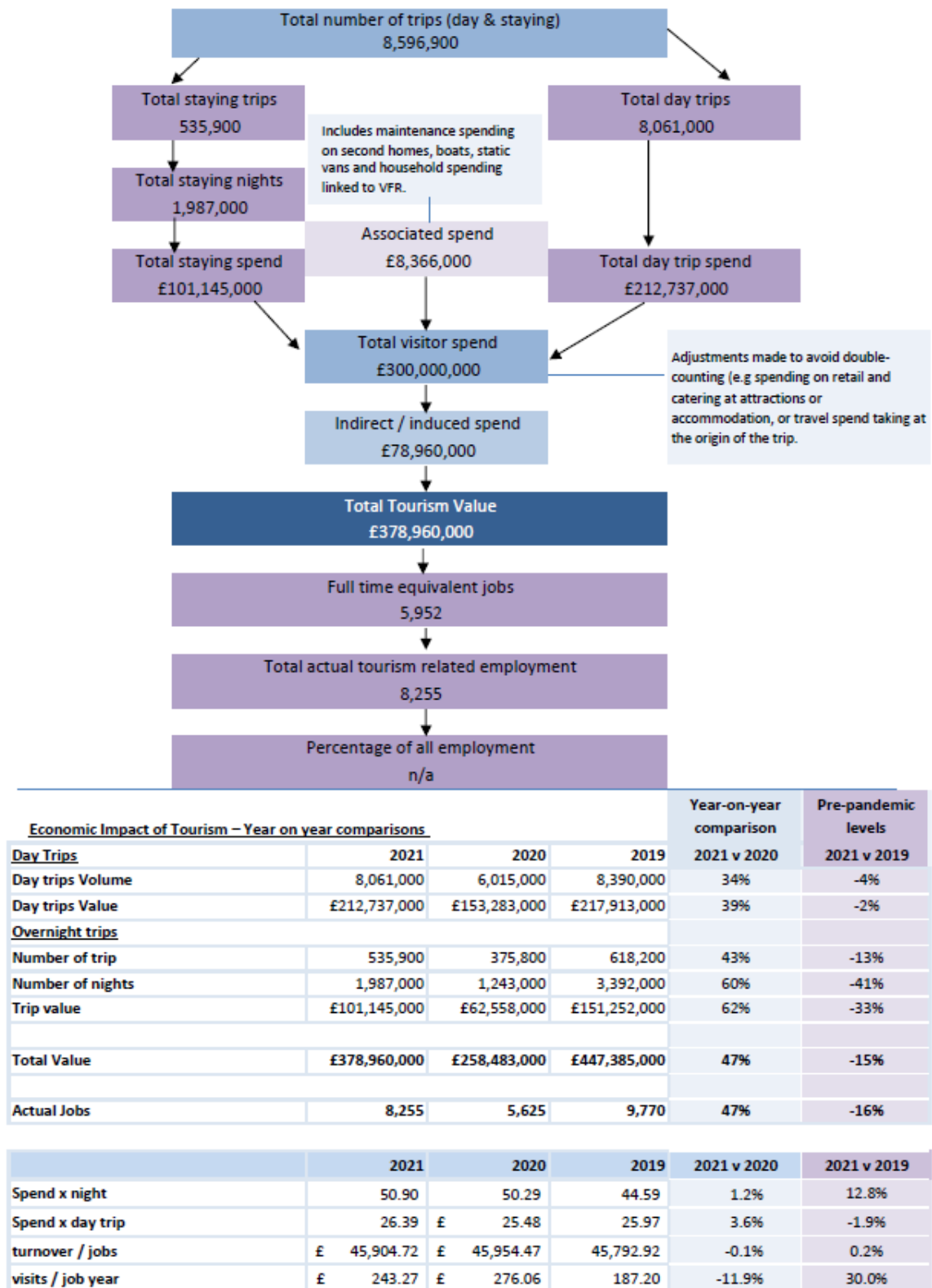
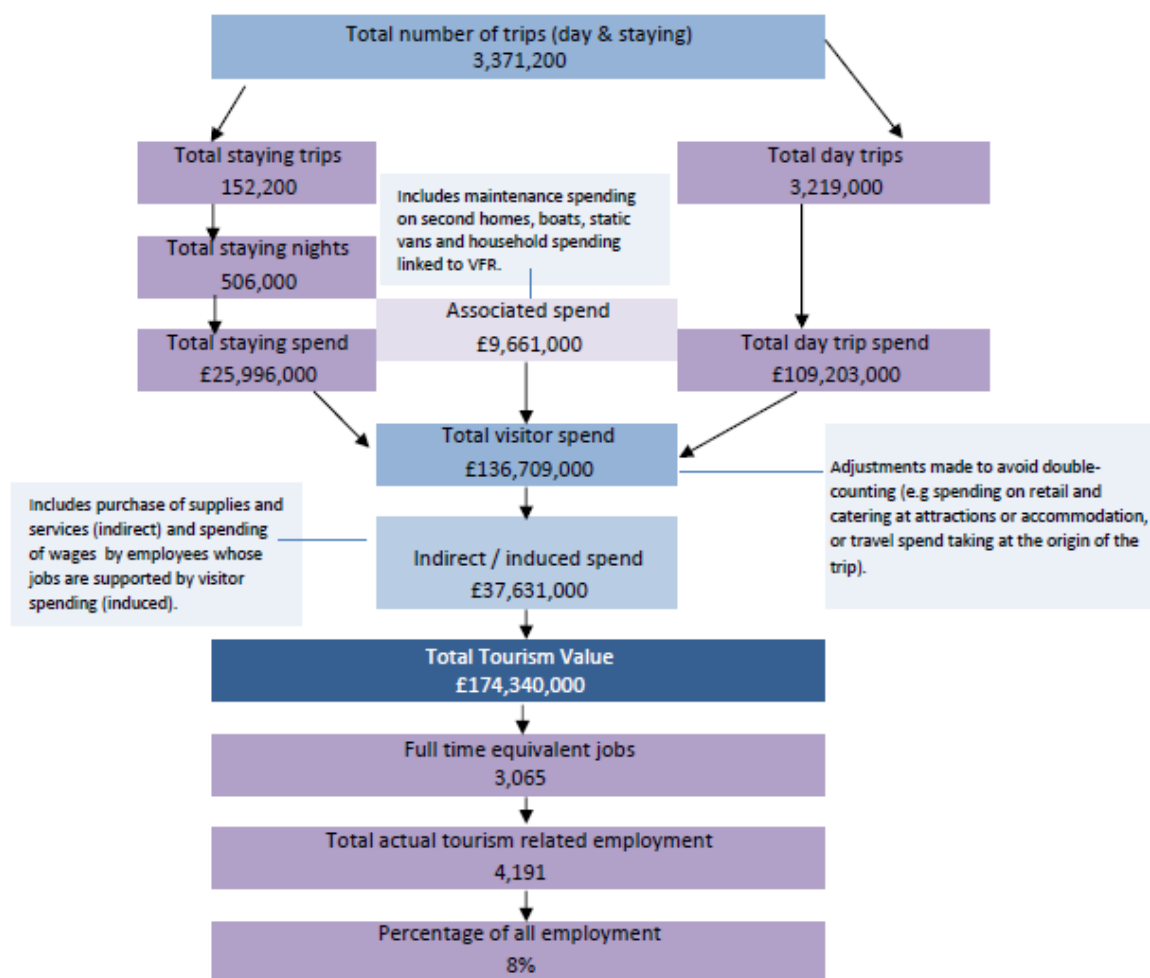


Figure 8: Headline figures for the economic impact of tourism in the Kent AONB area (Destination Research, 2022a)



| Economic Impact of Tourism – year on year comparisons | | | | Year-on-year comparison 2021 v 2020 | Pre-pandemic levels 2021 v 2019 |
|---|---------------------|---------------------|---------------------|--|------------------------------------|
| Day Trips | 2021 | 2020 | 2019 | | |
| Day trips volume | 3,219,000 | 1,933,000 | 4,069,000 | 67% | -21% |
| Day trips value | £109,203,000 | £63,406,000 | £153,120,000 | 72% | -29% |
| Overnight trips | | | | | |
| Number of trips | 152,200 | 101,000 | 233,000 | 51% | -35% |
| Number of nights | 506,000 | 329,000 | 757,000 | 54% | -33% |
| Trip value | £25,996,000 | £16,474,000 | £40,092,000 | 58% | -35% |
| Total value | £174,340,000 | £105,314,000 | £265,397,000 | 66% | -34% |
| Actual jobs | 4,191 | 2,426 | 5,741 | 73% | -27% |
| | 2021 | 2020 | 2019 | 2021 v 2020 | 2021 v 2019 |
| Average length stay (nights x trip) | 3.32 | 3.25 | 3.25 | 2.4% | 2.3% |
| Spend x overnight trip | £170.80 | £163.11 | £172.07 | 4.7% | -0.7% |
| Spend x night | £51.38 | £50.07 | £52.96 | 2.6% | -3.0% |
| Spend x day trip | £33.92 | £32.80 | £37.63 | 3.4% | -9.8% |

Figure 9: Headline figures for the economic impact of tourism in the Sevenoaks area (Destination Research, 2022b)

Figure 9 shows the figures for Sevenoaks District. Based on these figures, if the Archbishop's Palace Conservation Trust only added 0.57% to the value of the visitor economy in the Sevenoaks District, it would be making a contribution of £1 million!

In its consultation document for the new local plan, Sevenoaks District Council notes that "Tourism has the potential to have a positive impact on the economy and character of the District. The main priorities are therefore the need to protect the existing tourism uses and accommodation, to encourage (where appropriate) an increase in the amount and quality of tourist accommodation and facilities, as well as balancing this need against the priority to protect the rural district and its heritage and landscape. The National Planning Policy Framework (NPPF) supports building a strong and competitive economy, including encouraging sustainable tourism that both benefits businesses, in rural and urban areas, and protects the countryside" (Sevenoaks District Council, 2022)

The draft policy TO1 (Tourism and the Visitor Economy) sets out that "it is expected that development proposals will support, strengthen and protect the existing accommodation and attractions."

The Darent Valley Landscape Partnership (2014) notes that, "The legacy of the Darent Valley's heritage is considerable: 28 Scheduled Monuments, 5 registered parks and gardens, 16 conservation areas, 13 Grade I listed buildings and several hundred others at lower grades. This is a landscape of considerable time-depth with a complex untold story to tell."

The Trust will work with Sevenoaks District Council, Kent Downs AONB, Visit Sevenoaks, Visit Kent and other bodies to help develop (and to benefit from) the local visitor economy. As a visitor and interpretation centre for the Darent Valley, the Archbishop's Palace is ideally positioned to provide visitor information for SDC. We propose that it should be open for eight months each year, during the tourist season and for those months it could provide information covering the whole of the Sevenoaks District.

5. The Archbishops Palace Conservation Trust

After taking advice from those funding heritage conservation projects and from legal experts, the Archbishop's Palace Conservation Trust was established as a Charitable Incorporated Organisation.

The Objects of the CIO (as set out in Appendix A Constitution of the APCT) are:

- (a) For the benefit of the public the preservation, restoration, maintenance, repair and improvement of the building known as the Archbishop's Palace in Otford, Kent.
- (b) to advance the education of the public in the history of the Archbishop's Palace, the Tudors, the role of the Archbishops and the history of the Darent Valley by the provision of exhibitions and other learning experiences.

A copy of the Archbishop's Palace Conservation Trust constitution can be found in Appendix A. The Trust is a registered charity, number 1173486.

5.1 The trustees

The Founding Trustees were carefully selected to ensure that collectively they bring the range of competences that will be necessary for the effective and efficient operation of this challenging project.

- Nicholas John Rushby (Secretary and treasurer)
- Keith Lawrey (Legal adviser)
- John Edwards-Winser (Liaison with SDC)
- Jon Verrall (Chairman and Buildings)
- Andrew Goymer (oversight and constructive challenge)

As at 12th September 2022 the Trustees were:

- Nick Rushby (Secretary and treasurer)
- Andrew Goymer (chair, oversight and constructive challenge)
- Elizabeth Anderson (Website and marketing)
- Meilissa Bastin (Social media and events)
- John Edwards-Winser (Liaison with SDC and building construction oversight)
- Nick Fothergill (Otford Heritage Collection)
- Roger House (marketing and fund-raising)
- Charles Shee (Historical research)
- Beth Walker (Communications)
- Neil Williams (Finance)

5.2 Diversity and inclusivity

The Trust is currently seeking to appoint two further trustees to increase the diversity of the Board. The whole board is committed to ensuring The Trust is an inclusive organisation. Although we try to consider how inclusive our programmes are at every stage, we recognise there is a link between inclusivity and diversity and we want to ensure a range of voices are considered within our decision making and planning. This is difficult to ensure when, on the surface, our board, staff and volunteer teams do not

seem very diverse (although we recognise that not all protected characteristics are visible and not all diversity can be or needs to be easily identifiable by other people).

To help ensure we are considering and evaluating how inclusive we are throughout the organisation we want to recruit a new Inclusivity Champion to join our board of trustees. This role has been developed to ensure we have someone on the board who continually probes, ask questions and challenges us to ensure all our programmes, decisions and the way we work is as inclusive as possible.

It is important to note that this role is not 'responsible for diversity', instead we hope they will work to ensure that our aims around inclusivity are never forgotten or subsumed because of the lack of some diversity within the team. Instead, we hope to have another voice round the table reminding us not to be blinded to other people's experiences or needs.

5.3 Working groups

There are three active working groups:

- i. Collections Committee, formed of volunteers which deals with the day-to-day operation of the Otford Heritage Collection
- ii. Funding
- iii. Educational Outreach (Darent History Takeaway)

The trustees are supported by numerous members of the local community and other subject experts.

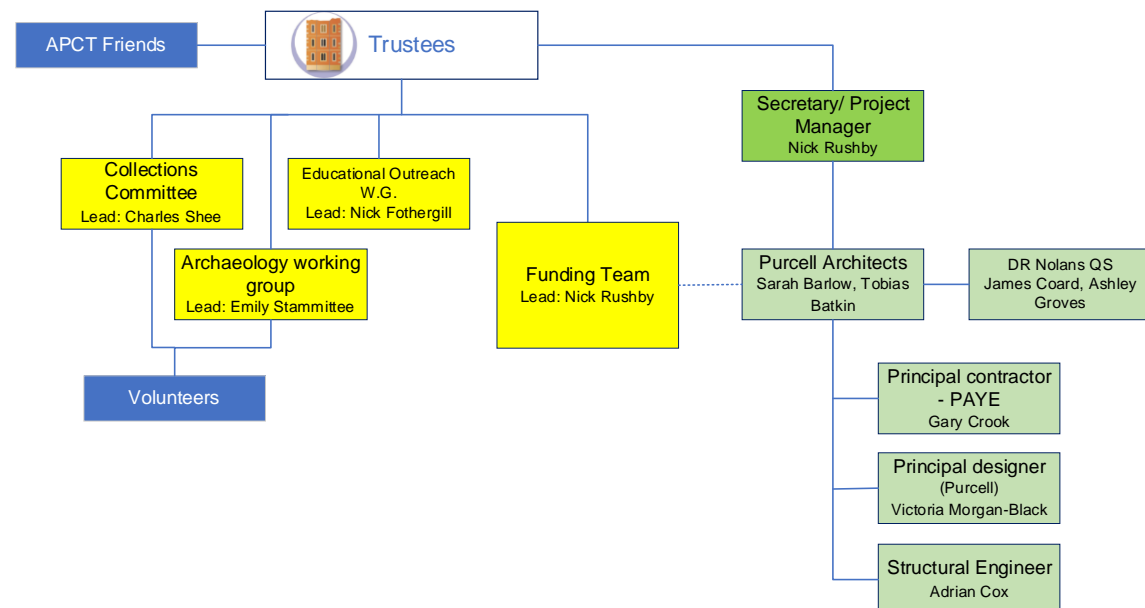


Figure 10: Structure of the Trust

6. Objectives

6.1 Initial objectives

Realising that our mission will take many years, the project is divided into a number of overlapping stages each with specific objectives. Initially, these four stages were:

1. Planning - by 31st October 2018, to:
 - Establish the Archbishops Palace Conservation Trust as a legal entity;
 - Gain the support of a significant number of Otford residents;
 - To develop the vision for the Archbishop's Palace;
 - Present our case to SDC and enter into negotiations with Sevenoaks District Council for the lease
 - Secure seed funding for this phase.
 - Excite the curiosity and gain the support of the community along the Darent Valley;
 - Liaison with other heritage sites in the Darent Valley and seek opportunities for collaboration;
 - Liaison with the Darent Valley Landscape Partnership Scheme;
2. Feasibility and community involvement - from November 2018 to November 2019:
 - Negotiation on the detailed terms of the lease of the site and buildings with Sevenoaks District Council;
 - Identify and contract with an architect to support the project;
 - Carry out a 'micro' options appraisal and a masterplan to deliver the Trust's vision
 - Draw up detailed, costed plans for the development of the Archbishop's Palace
 - Identify potential sources of funding and develop proposals;
 - Secure an interim tranche of funding.
 - Carry out a baseline survey for the project evaluation;
 - Become involved in, and undertake, enabling projects to develop sustainable tourism in the Darent Valley.
3. Development and delivery - from December 2019 to June 2024
There is a wealth of detailed tasks in this phase, with some building work starting as soon as permissions and funding permit, while the process of securing funding continues.
 - Prepare the Audience Development Plan
 - Secure the remainder of the funding required for the construction and creation of the Centre;
 - Install fenestration and doors, and start the gradual process of drying out the Tower
 - Commission RIBA stages 2, 3 and 4 for the conservation work
 - Obtain scheduled monument consents, listed building consents and planning permission for the Tower, Gatehouse and car park,
 - Submit application for accredited museum status
 - Carry out the development of the Archbishop's Palace as a visitor centre for Otford and the Darent Valley;
 - Fit out the building as a Visitor Centre;

- Create the graphics, models and other artefacts;
 - Negotiate arrangements for promoting other visitor attractions in the Darent Valley;
 - Marketing;
 - Recruit staff to run the Centre;
 - Continue fund-raising to underwrite operations for the first two years.
 - Continue to promote the visitor economy in the Darent Valley
4. Operations.
- Open the Visitor Centre;
 - Market the Centre to the wider community and businesses;
 - Carry out on-going evaluation;
 - Develop strong contacts with schools;
 - Move from external funding to self-sustaining operation using revenue from visitors, retail sales and events;
 - Succession planning for trustees and key officers.

However, circumstances and in particular the disruption caused by the Covid-19 pandemic, had a dramatic impact on this original plan.

6.2 Evolving objectives

Stages 1 and 2 were completed on schedule, but the restrictions throughout 2020/21 forced the Trust to re-plan its activities for Stages 3 and 4. The lockdown provided the space to explore new opportunities for meeting some of our aims and objectives in new ways. Specifically, we were able to:

- Work with the Otford Heritage Centre, to merge the two organisations under the governance of the Trust and to create the Otford Heritage Collection. When the conservation work is completed, this will become the museum housed within the North West Tower.
- Create an online catalogue of objects in the Collection, as part of the Palace website.
- Develop the core procedures required to achieve accredited museum status.
- Establish an educational outreach programme – The Darent History Takeaway – and pilot this with a limited number of schools in North West Kent and South and East London.

The lease with Sevenoaks District council set a number of objectives to be achieved in the first five years. These were to:

| | |
|--------------|---|
| Objective a: | Secure the 99-year lease on the site and buildings from Sevenoaks District Council |
| Objective b: | Work with Purcell Architects to carry out a 'micro' options appraisal and a masterplan to deliver the Trust's vision and drawing up detailed, costed plans for the development of the Archbishop's Palace |
| Objective c: | Identify potential sources of funding and develop proposals |
| Objective d: | Secure an interim tranche of funding |
| Objective e: | Carry out a baseline survey for the project evaluation |
| Objective f: | Carry out the biological study of Palace Field with funding from the Darent Valley Landscape Partnership Scheme (DVLPS) |

| | |
|--------------|--|
| Objective g: | Carry out non-invasive archaeological studies of the site with funding from DVLPS |
| Objective h: | Become involved in, and undertake, enabling projects to develop sustainable tourism in the Darent Valley |

Thus far,

| | |
|--------------|--|
| Objective a: | Achieved |
| Objective b: | Achieved |
| Objective c: | Achieved in respect of the stabilisation works |
| Objective d: | In progress for the Tower. Work on the Gatehouse has been postponed until 2024 |
| Objective e: | In progress |
| Objective f: | Now part of the Palace Field Management Plan (§ Error! Reference s ource not found.) |
| Objective g: | Planned for 2023 |
| Objective h: | Achieved |

We have added further objectives to:

| | |
|--------------|--|
| Objective i: | Identify potential sources of funding and develop proposals |
| Objective j: | Undertake a community engagement programme. On-going |
| Objective k: | Develop the Educational Outreach Programme. On-going |
| Objective l: | With finding from DVLPS, establish a facility for digital modelling of museum objects for organisations in the Darent Valley |

We have also taken the opportunity to revisit our business plan, to build the capabilities of the board of Trustees, and to maintain our community engagement to ensure that we continue to meet the aspirations of the local community, the Darent Valley and further afield.

The main work to develop the interpretation centre in the North West Tower, and subsequently to develop the Gatehouse, started in 2022.

6.3 The Darent Valley Landscape Partnership Scheme

The conservation of the Archbishop's Palace is one piece in the jigsaw of initiatives to preserve the heritage and attraction of the Darent Valley. The Darent Valley Landscape Partnership Scheme led by the Kent Downs Area of Outstanding Natural Beauty (AONB), "is an exciting large-scale partnership, working to conserve and enhance this distinctive landscape and reconnect people to it.

"It brings together a unique mix of organisations that will work with and empower local communities to ensure the survival of this exceptional area. Through them, we will achieve genuinely sustainable conservation of its natural and cultural heritage with communities that feel emotionally and physically reconnected with their landscape." (DVLPS, 2019)

One of the strands of the Scheme concerns Otford's 'Hidden Palace' and this comprises a number of activities that overlap with the aims of the Archbishop's Palace Conservation Trust. Some of those activities concern the fabric of the buildings and their subsequent use. Work could not start on these until the Trust and SDC had

reached agreement on the terms of the lease. However, others concern awareness-raising and interpretation and these started almost immediately.

DVLPS set out an initial list of outcomes for their contribution to the project:

- a. *Learning visit for volunteers to Hampton Court Palace.* Although we have informal contacts with Hampton Court it would be helpful to strengthen these. It might be helpful to split this into two visits; the first for the trustees to scope the possibilities of collaboration and to identify specific topics for a second visit by those working with the trust to discuss details.
- b. *Drone video and digital reconstruction created and made available on Vimeo and DVLPS website.* We have numerous photographs of the site and buildings and the Trust has recently commissioned a drone video which gives a better sense of the scale of the site (see <https://otfordpalace.org/background/>).

As part of the data gathering for the Options Appraisal, the Glanville Group were commissioned to carry out a laser survey of the interior and exterior of both the Tower and the Gatehouse. The point cloud data will be hosted on a third-party website to enable architects and historians to see and fly-through a 3D model of the buildings. This data will be invaluable in creating the virtual reconstruction and could also be used to with a 3D printer to produce small but highly accurate models of the buildings. We suggest that the reconstruction could also be available in the form of an augmented reality to run as an app on smart phones. It has been suggested that the Palace model created by Rod Shelton could be used for photogrammetry and thus to create a 3D model.

- c. *Audio interpretation walk created around the site and village.* The *Otford Heritage Trail* comprises a series of ten display boards set at strategic points around the Village. The project was funded by the NLHF. Each board shows an artist's impression of the buildings at that site together with an explanatory text. QR codes can be used by visitors with smart phones to access audio commentaries. The Trail will be supported by educational notes and risk assessment documents for the use of teachers organising study trips to the Village.

A guided walk round Otford Palace by Cliff Ward was published by The Otford & District Historical Society. This has been used as the basis for a video interpretation walk round the Palace. The six short videos are available at: <https://otfordpalace.org/otford-heritage-collection/resources-for-families/>.

- d. *Platform interpretation installed at Otford Station with download facilities for guided audio walk.* This work is being funded by Otford Parish Council and the Darent Valley Community Rail Partnership. The funding allocated to interpretation for the Palace cannot sensibly be spent until the restoration work is near completion. This will be after the end of the DVLPS.
- e. *Signage and waymarking installed for links to North Downs Way and Darent Valley Path.* Where the signs are on public land, this is a matter for KCC Highways and Public Footpaths who will need details of the proposed signs and locations. These can be provided by the APCT in collaboration with the DVLPS. The timescale is likely to be protracted even if DVLPS is providing funding and so planning should start as soon as possible. For signs that are on private property, we can negotiate

with the property owner and install signs on a shorter timescale – and at significantly lower cost.

- f. *Promotion programme delivered with Southeastern and the North Downs Way.* This must be led by a single delivery partner otherwise the branding will become confused. SouthEastern will have strong views on the style of the material and this might point to them as the lead organisation. There will also need to be involvement from Visit Kent and the tourism group at SDC. The Trust could provide the necessary input with respect to Otford and the Archbishops' Palace.
- g. *Fifteen guided/animated walks and talks delivered with 450 participants.* Guided walks around the Village of Otford and the Archbishops' Palace are available for groups by arrangement. These walks are led by local historians Cliff and Elizabeth Ward, and last between one and two hours depending on the interests of the group and the time available. At present the arrangements are relatively informal: there is no charge although donations to the Archbishop's Palace Conservation Trust are always welcomed. When the work on the Palace is completed (after the end of the DVLPS) volunteer guides will be trained.
- h. *A re-enactment/celebration event.* Plans for celebrating the 500th anniversary of the Field of the Cloth of Gold had to be cancelled because of the Covid-19 lockdown. However, there are numerous events in the Tudor history of the Palace that could be incorporated in the event (see the historical timeline on the APCT website at <http://otfordpalace.org/palace-history/>). It is hoped that Tudor-themed fairs might be held in the summer and a Christmas fair in the winter – taking due care not to damage the vegetation in the Field. Opportunities for historical-themed events, hog-roasts and Son-et-Lumiere concerts will all be examined as part of a continual mix of entertainment. The end of DVLPS delivery in 2023 places some limitations on the re-enactments.
- i. *The Archbishops' Palace website.* The Otford Palace website (<https://otfordpalace.org>, described in detail in the APCT Interpretation Plan) makes available a wealth of information on the Archbishop's Palace including:
 - Background to the Palace
 - A historical timeline
 - Information on the Trust including our sponsors
 - Resources for the family
 - Resources for schools
 - An interactive catalogue for the Otford Heritage Collection
 - Directions on how to find the Palace
 - A digital archive
 - NewsThere is further work to be carried out on the website.
- j. *Recording the condition of the buildings.* Throughout the restoration and repair work carried out in 2016 and 2017, numerous photographs were taken of the Tower and the Gatehouse. These together with the records made by Thomas Ford and Partners (digitized where necessary) will provide a permanent record on the APCT website. This archive is continually being enlarged with new images chronicling the stabilisation work and showing previously unrecorded features.

- k. *Additional geophysical survey/exploratory excavation of the Old Palace Field.* The Trust's Collection Committee (which has responsibility for the archaeology of the site) is working to establish
- What information about the site is needed?
 - How the work would be undertaken?
 - Who would lead the work?
 - How long it would take?
 - What resources they would need?
 - When the work could be carried out?

The finds from excavations carried out since 1970, are being reviewed and catalogued. Subject to copyright constraints, the reports from this output will be made available on the APCT website.

- l. *Botanical survey of the Old Palace Field.* Our starting point to achieve this output would be Gary Carvosso, a horticulturalist with Coolings. He has already agreed to advise the Trust on the horticultural aspects of the project, including the proposed reconstruction of the Tudor Knot Garden. Coolings have a number of students who may be available as volunteers for this activity. We also have good contacts with Tom Hart Dyke at Lullingstone Castle Garden. We would, of course, be willing to accept advice from any other sources. Subject to copyright constraints, the reports from this output will be made available on the APCT website.
- m. *Revised management plan for Palace Field.* The sustainable management of Palace Field with reseeding and planting plays a significant role in our vision for the site. The Field will provide many opportunities to develop the Tudor theme. The creation of a Tudor Maze or Labyrinth is a project that can bring enjoyment to many families in the future. Re-producing the famous Tudor knot-garden (copied by Wolsey at Hampton Court) will be another source of interest to visitors (as well as those involved in its execution). Much of this work will be carried out volunteers under the supervision of experienced horticulturalists. The Management Plan is set out in a separate document.

6.4 Summary

The conservation of the Archbishop's Palace as a visitor interpretation centre will benefit the community in Otford and the Darent Valley by:

- a. Encouraging and supporting sustainable tourism in the area with consequent benefits to the local economy, in particular to local shops and eateries.
- b. Increasing understanding of the history and landscape of the Darent Valley for visitors of all ages,
- c. Engendering well-being and changing attitudes and behaviours towards heritage and the landscape.
- d. Developing employability skills in the volunteers and engendering a volunteering ethic in the community.

There will be benefits for many different organisations and groups:

- a. Historic England and Sevenoaks District Council who will see a secure future for the buildings which can then be removed from the risk register.
- b. Otford residents who will benefit from an increased understanding of the local heritage and a share in the increased prosperity of the community,

- c. The local shops, pubs and cafés who will see increased profits from increased visitor numbers.
- d. Other Darent Valley visitor attractions who will see increased visitor number through the synergy of working collaboratively.
- e. The volunteers who will develop valuable employability skills.
- f. Museums, archaeological groups and local history groups in the Darent Valley will have access to a digital modelling facility and an online cataloguing system for museum objects, documents and images.

Located in the heart of the Heritage village of Otford, in a conservation area and Area of Outstanding Natural Beauty, it will provide:

- a. The 'go to' place for visitor information and interpretation,
- b. A wealth of resources,
- c. A secure study centre for school groups.
- d. A focus for community activities

7. Conservation options

A key requirement for the programme is that the site and buildings should be self-sustaining: there needs to be a revenue stream that covers the costs of operation and enables the Trust to build up reserves. Our calculations show that, without an additional revenue stream, only the most optimistic estimates of initial visitor numbers achieve this requirement. We therefore evaluated a number of options for the conservation:

- a. A base case that delivers the most desirable use of the site and buildings
- b. Using one floor of the Tower as a new home for Otford Parish Council (rejected as not viable)
- c. Converting the Gatehouse
 - i. for use as a small office
 - ii. as a residential property for short- or medium-term rental
 - iii. as a restaurant space
- d. Acquiring the three Castle Cottages as rental properties.

At present, the Tower is an empty shell approximately 40 feet (12.2 metres) in height, with a roof that was installed in 2016, but no interior floors. Our vision is to replace the internal floors to make meeting/exhibitions rooms, reinstate the interior staircase and install a lift for access to the first floor. The ground floor will be used as a visitor interpretation centre and shop.

7.1 Starting point

This is the starting point for our aspirations and incorporates the most desirable use of the site and buildings, namely

- The entrance, information centre and shop
- The individual floors
- The staircase
- The Gatehouse Study Centre

The Centre is focused solely on becoming a familiar, friendly venue for families and schools in the region, providing a stimulating hub of learning and discovery. We intend that its varied range of exhibitions will encourage repeat visits from families throughout the year. Educational projects will, where possible, be tailored to meet the requirements of the curricula.

7.2 Gatehouse

In the base case, the Gatehouse is earmarked as a study centre. If instead, it was made available as an office space, in the short term it could generate a significant rental income. With the inclusion of a mezzanine the rental could be greater.

The impact on the operating costs is a reduction in heating, security and electricity since a proportion of these become the responsibility of the tenant. No allowance was been made in the calculations on financial viability for advertising of tenants or for periods when the office is unoccupied. However, there is a significant reduction in the income stream from school visits.

An alternative to single tenant occupancy would be to use the Gatehouse as a business incubator. The Trust would provide desks, chairs, filing cabinets and WiFi and would

then rent these workstations to microbusinesses. Although there would be an initial capital outlay, the rental income would be greater and the operation would be less vulnerable to the loss of a single tenant.

The survey carried out in 2019 for the Otford Neighbourhood Plan indicated that there was an unmet need for a business incubator space in the Village.

The impact of the additional income is that the Centre would become profitable much sooner after the start of visitor operations. Once visitor number increased to the point where the Archbishop's Palace could be sustained by admissions and revenue from the shop, then the Gatehouse could easily be converted into an educational study centre – its intended long-term purpose.

We rejected two other options:

- Converting the Gatehouse into residential accommodation for holiday lets. Funding for the development would come from external sources on the grounds of supporting development. As a holiday let, it could generate a greater income during the holiday season, but there would be a need to manage the property and to make allowances for cleaning etc. These operating costs would absorb much of the additional income over its use as office space. There would also be issues of access (from the car park off the Sevenoaks Road) which would reduce its appeal.
- The Gatehouse could be converted for use as a restaurant and generate significant revenue. However, there would be significant issues of access to deliveries of food and removal of waste when the nearest HGV access is from the car park. A restaurant would also be in competition with the existing establishments in Otford.

7.3 Castle Cottages

The final option was based on the acquisition of the three cottages situated between the Tower and the Gatehouse. Funding for the purchase would come from external sources on the grounds of supporting development. While this would certainly deal with the 'sustainability gap' it is wholly dependent on the owners of the three cottages being prepared to sell their properties to the Trust. There seems little prospect of this at the present time and so it must remain a possibility for the future.

7.4 The preferred option

The Trust's strong preference is to realise its vision as outlined in the base case. However, the Trustees acknowledge that this presents significant problems for sustainability in the short term.

We propose three ways in which this sustainability gap can be reduced:

- a. Fitting out the Gatehouse as office space and renting it on a short lease or licence to generate revenue for the first two years.
- b. Providing a Tourist Information service for Sevenoaks District
- c. Working with Kent and Sevenoaks Tourism to increase visitor numbers and thus revenue from entrance fees and shop sales.

As a registered charity, the Archbishop's Palace conservation Trust will be able to take advantage of the Gift Aid scheme which would further increase the revenue from entrance fees.

7.5 Environmental sustainability

At the heart of this project is the recycling of a 16th Century building. Throughout the project the Trust will strive to use contractors who can demonstrate that they are following the spirit of Scope 3¹ as well taking steps to reduce its own carbon footprint and use recycling techniques wherever practical.

There are opportunities for reducing the environmental footprint of the conserved buildings, in terms of energy consumption and water consumption. The roof of the tower provides a significant area for rainwater harvesting and should provide adequate grey water for the toilets. It may be possible to pipe some of the excess water to the Gatehouse to meet the demands in that building.

Given that the plans for access to the Tower roof are impractical (on grounds of cost and accessibility) then we propose to use the roof area for electricity generation employing photovoltaic panels. These would be out of sight from ground level.

Hot water and room heating can be supplemented by ground source heat pumps. We believe that the main heat-loss from the Tower will be through the roof which will be thoroughly insulated. Heat-loss through the walls should be minimal because of their thickness and where practical, secondary double-glazing will be used to minimise heat-loss (the cylindrical Tudor glass cannot be used in primary double-glazing). The entrance atrium will minimise the heat loss from the Tower to the outside. The Gatehouse also has very thick walls. The windows will be double-glazed and the entrance (probably on the South-East corner will provide a heat-lock. Again, the roof is the most likely area for heat-loss and this will need to be insulated in such a way that the heritage structure is visible and undamaged.

The Trust is a participant in Kent's *Plan Bee*. This pollinator action plan has been developed by the council to take the lead and encourage local communities to improve the habitat and food sources for pollinators in Kent. Pollinators such as bees, wasps, butterflies, mosquitos and hoverflies are vital for our food, economy and environment and the aim of the plan is to reverse their rapid decline. Palace Field will be a link in a pollination corridor through planned planting of pollinator friendly flowers and environmentally friendly management of this area.

¹ Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organisation, but that the organization indirectly impacts in its value chain. Scope 3 emission sources include emissions both upstream and downstream of the organisation's activities

8. Evaluating the project impact

The form of the project evaluation is currently being developed as part of the activities in Phase II (Community involvement). For projects such as the Archbishop's Palace, the recommendation from the NLHF is that the evaluation should be undertaken by an external, specialist organisation and that an allowance of the total budget should be allocated to this work.

A workshop run by specialists from the Tavistock Institute was held in the second half of January 2019 and a key outcome of that event was the theory of change diagram shown in Figure 11. This envisages a number of distinct actors (audience) for the evaluation:

- Historic England (who wish to see a sustainable future for the Palace which can then be removed from the 'at risk' register).
- Sevenoaks District Council (who want a sustainable future for the site and buildings as an asset to the community that does not require continued funding from the Council).
- Otford residents (who see the Palace as an iconic centrepiece to the heritage village but want to minimise the disbenefits that could come from over-crowding, problems with car parking and noise. We aim to build their sense of pride in wanting to share and understand that heritage).
- Schools (who want to organise trips to Otford with the attendant curriculum benefits, and instil a better understanding of heritage for their students).
- Shops, pubs and cafés (who will benefit from increased customers and build their profits).
- Other attractions in the Darent Valley (who will benefit from the synergy of a number of attractions working together, resulting in increased visitor numbers for all).
- Volunteers (who want employability skills as well as a sense of achievement. We aim to restore a volunteering ethic in the local community)
- Grant-giving organisations (who need to understand *why* the Trust deserves funding, and need confidence in its ability to deliver a sustainable interpretation centre).

Although its economic benefit in terms of direct employment would be limited (although the project will of course generate a number of jobs during the development phases) it would help to leverage the benefit of other tourist attractions in the Darent Valley by encouraging sustainable tourism.

8.1 Visitors

The Trust is planning to conduct a baseline study of visitor numbers and their current perceptions, wants and needs. It will also collect demographic information. The proposed methodology is to count visitor numbers at the main points of entry to the Village – specifically the railway station and the High Street car park. This will be supplemented by questionnaires completed by a sample of visitors. Subsequent studies will then be carried out on an annual basis, tracking perceptions of the Archbishop's Palace. The survey will also be looking at repeat visits: what brings visitors back – or discourages them from returning.

The website is instrumental in enabling us to enable us to collect information on the

numbers of visits to the site and we use Google Analytics to determine the individual pages visited. This also gives us information on the number of hits on the pages for other attractions in the Darent Valley.

Otford has a tradition of consulting with its residents on a range of issues. This takes place through public meetings and door-to-door sampling. In the past, social media has proved ineffective although, over time, this is starting to change: the demographics of the population mean that a relatively small percentage of the residents are users of social media. However, in recent months there has been an increase in the number of users of NextDoor Otford and the Otford Village hub and these is starting to be an effective way of communication, although at present only around 13% of the population uses the network. The adverse impacts of an increase in visitor numbers will be carefully monitored.

8.2 The local economy

8.2.1 Value

Our aim is to attract more visitors and, at the same time, to minimise any adverse impact to the Village and its residents. One of the themes of the Otford Neighbourhood Plan, currently being developed, is to encourage the retention and growth of local businesses and in particular, the shops in the High Street. The impact on the local community can be measured in part by footfall in those shops, the cafes and restaurants, and this will be supplemented by interviews with the business owners and managers.

Given that we intend the Archbishop's Palace to be a springboard for exploration of the Darent Valley, similar metrics will apply to the other tourist attractions along the Valley. Our approach and visitor sampling has already attracted interest from neighbouring parishes and it is possible that it will serve as a model for other villages in the Valley. This may make it possible to find volunteers for wider baseline studies.

The Destination Research report on the Economic of Tourism in the Sevenoaks District (Destination Research, 2022b) gives estimates for business turnover as a result of tourist spending in 2021, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees whose jobs are directly or indirectly supported by tourism spending.

| | Staying Visitor | Day Visitors | Total |
|--------------------------|--------------------|---------------------|---------------------|
| Accommodation | £7,848,000 | £825,000 | £8,673,000 |
| Retail | £4,162,000 | £40,136,000 | £44,298,000 |
| Catering | £6,430,000 | £40,031,000 | £46,461,000 |
| Attractions | £3,110,000 | £12,279,000 | £15,389,000 |
| Transport | £2,668,000 | £9,559,000 | £12,227,000 |
| Non-trip spend | £9,661,000 | £0 | £9,661,000 |
| Total Direct 2021 | £33,879,000 | £102,830,000 | £136,709,000 |

Table 1: Direct turnover derived from trip, Sevenoaks 2021 (Destination Research, 2022b)

To this can be added the indirect spend, non-trip spending and income induced turnover, totally £37,631,000. This gives a total local business turnover supported by

tourism activity of £174,340,00. If the Trust can add only 1% to this turnover, it would represent a further £1.74 million.

8.2.2 Employment

The number of full-time equivalent employees (FTE) at the Palace will be limited. The financial predictions are based on two FTE with the possibility of increasing this number as demand requires.

However, the key benefit is to the indirect employment.

- The visitors to the Palace will spend time in Otford. They will probably eat and drink at the cafes in the Village and visit the antique shops and other shops.
- It is the Trust's policy to purchase locally. Maintenance on the Palace and its grounds is undertaken by local tradesmen and, wherever possible, supplies are purchased from companies in North West Kent.

The Destination Research study (2022b) estimates that a new FTE tourism job is created with every £48,600 increase in tourism revenue. Thus, if the Trust achieves its target of contributing a 1% increase in tourism in the Sevenoaks District, this would represent over 360 new jobs.

The whole is greater than the sum of the parts (Aristotle).

8.3 Volunteers

Throughout the project there is the concept of volunteers working in partnership with, or under the supervision of, experienced paid staff. Some of the supporting activities described above in section 6.3 The Darent Valley Landscape Partnership will be undertaken by volunteers. In Phase V, much of the day-to-day operation will be supported by volunteers, although we have allowed for paid staff in the shop.

We anticipate that the volunteers will gain new skills which will not only be intrinsically rewarding but also helpful in their future activities. The impact on the volunteers will be assessed through interviews at the end of the project and they will be contacted again after six months to ascertain the longer-term benefits.

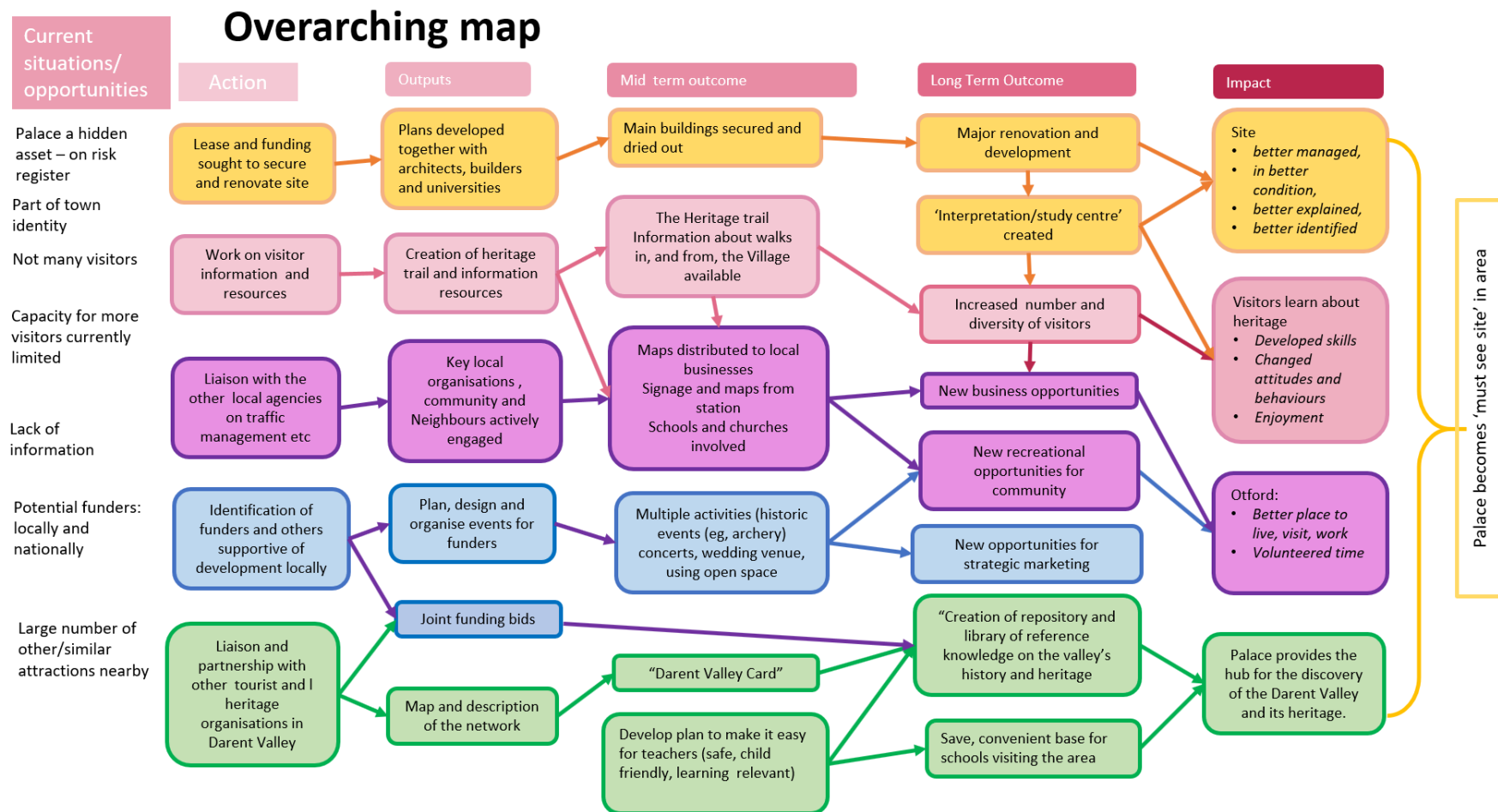


Figure 11: The working version of the Project theory of change

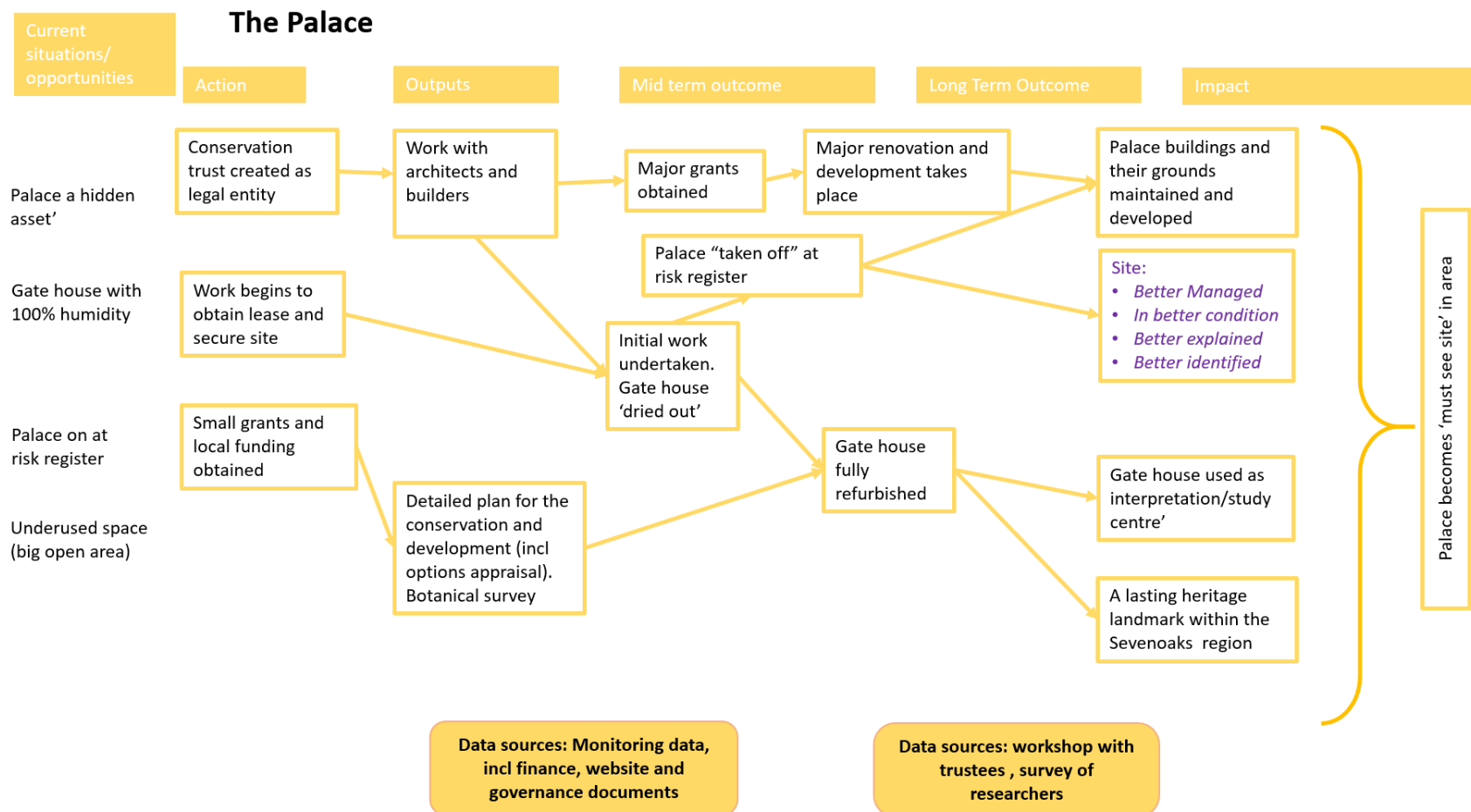


Figure 12: Evaluation of the Palace site and buildings

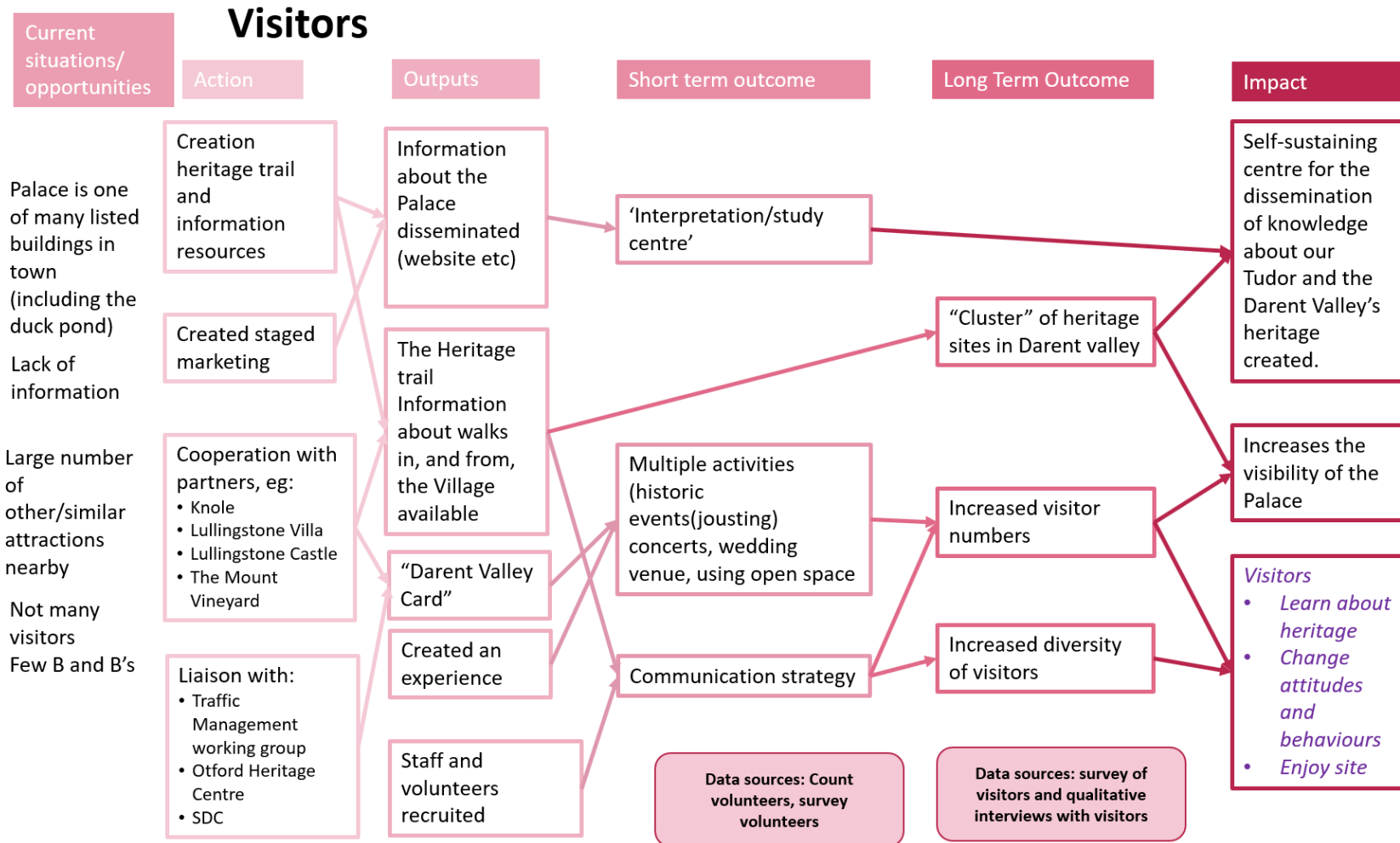


Figure 13: Theory of Change model for the Palace audience

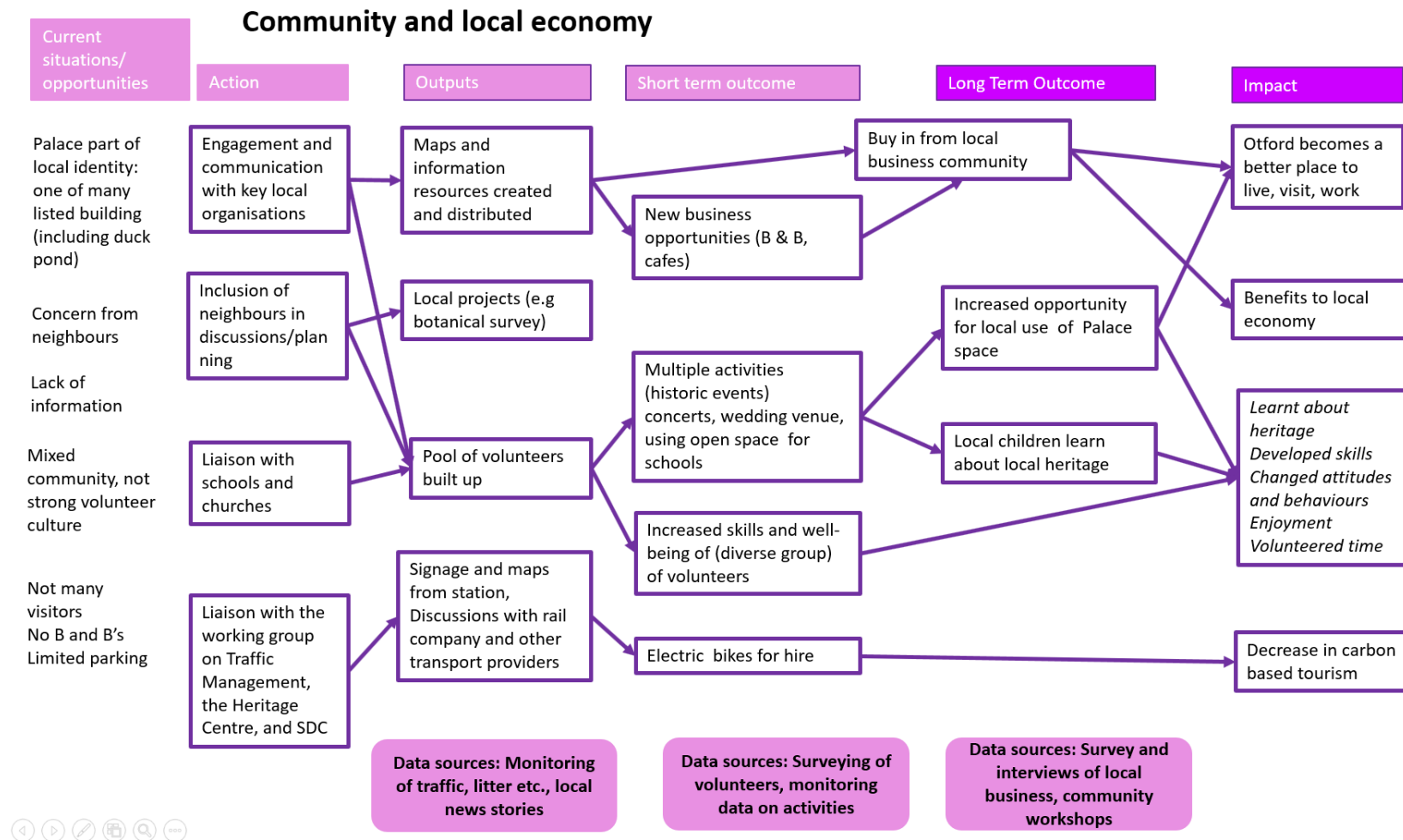


Figure 14: Outcomes and impacts for the community and local economy

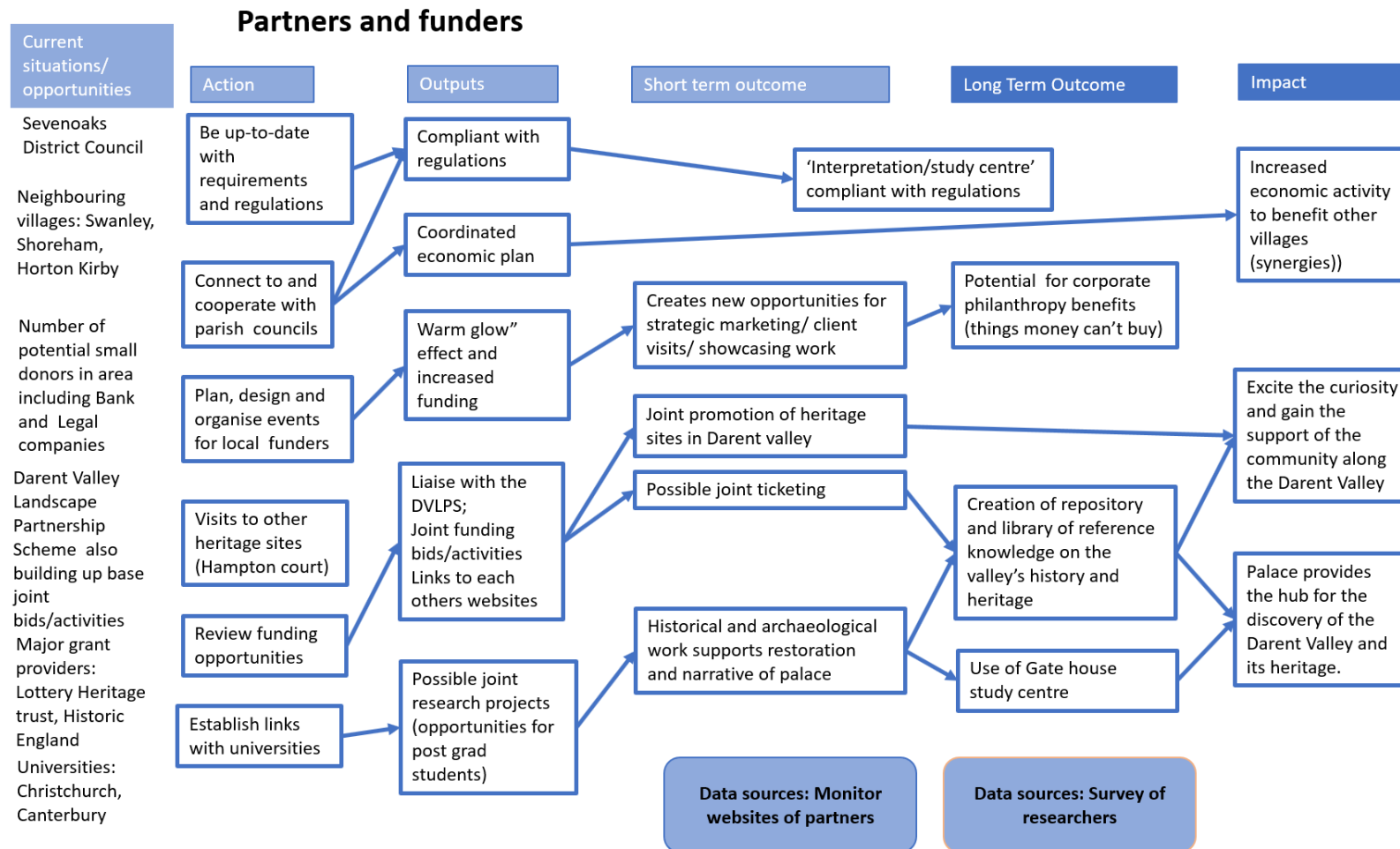


Figure 15: Outcomes and impacts for partners and funders

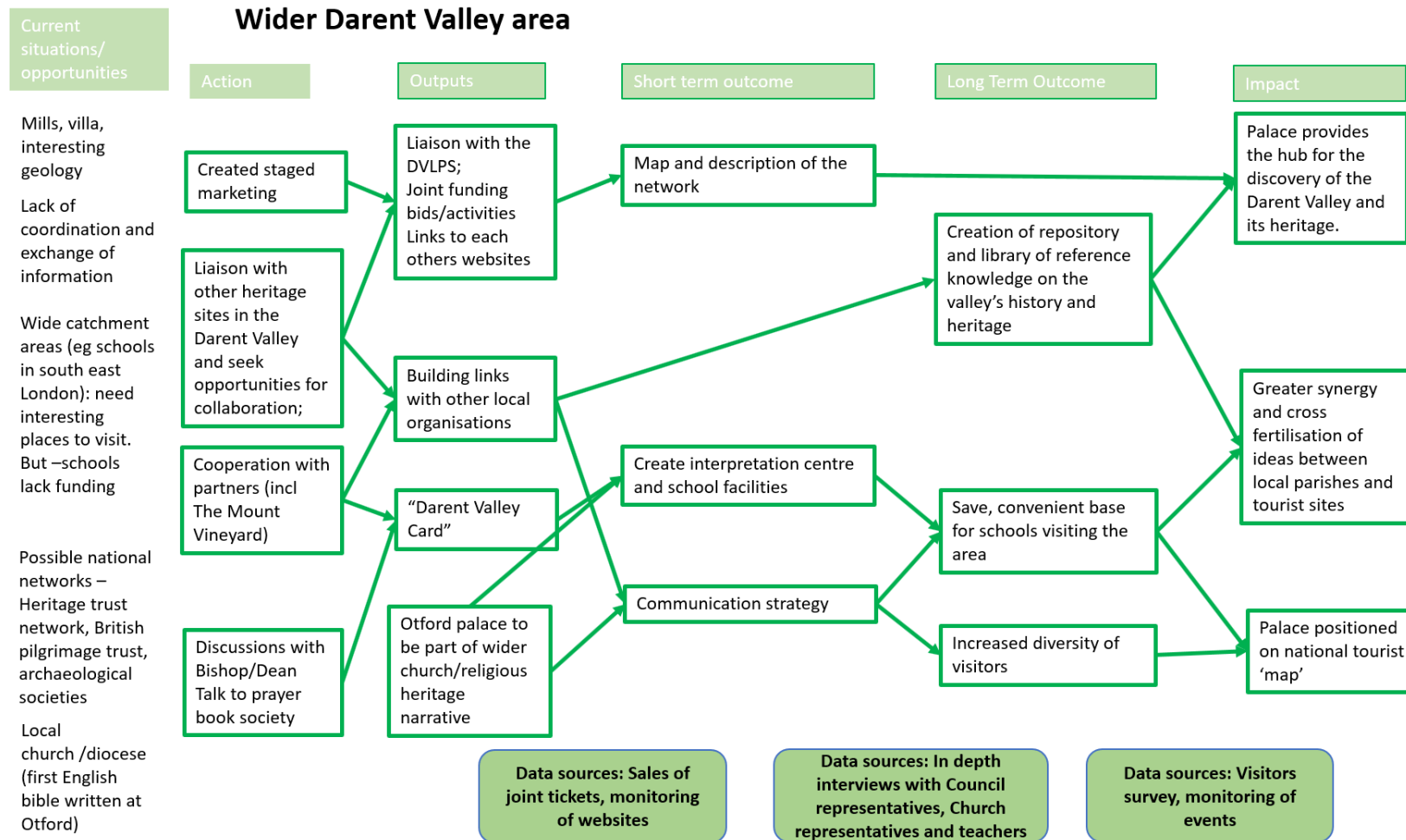


Figure 16: Outcomes and impact for the wider Darent Valley area

9. Strengths, weaknesses, opportunities and threats

| | |
|---|---|
| <p>Strengths:</p> <ul style="list-style-type: none"> a. The Palace is a National Heritage landmark with a provenance stretching back to 791AD b. It is an iconic site of the Village and the Valley c. The Palace plays a central role in our village. It lends character to the area and has deep-seated associations and community pride for local residents and the community. d. This is an initiative from the community, for the community and is strongly supported by the community. e. The Project has a strong and effective network of contacts with other members of the tourist economy, and influential figures in the area. f. The project has strong support from other visitor attractions in the Darent Valley. g. The 99-year lease secures long-term access to the site and buildings for the community and visitors. h. Support from a strong team of architects, quantity surveyors and contractor. i. Broad range of competences among the Trustees j. Strong financial position k. The website is acknowledged as comprehensive and unique. | <p>Weaknesses:</p> <ul style="list-style-type: none"> a. The Trust needs to raise significant funding (around £1.5M) to realise the project in full. b. The project relies on external funding for at least the first four years of operation. c. The board of trustees lacks diversity d. Poor communications strategy. e. Poor engagement with local schools. f. Trustee resources are stretched thinly. g. Over-reliance on a small core group of trustees. |
| <p>Opportunities:</p> <ul style="list-style-type: none"> a. Significant increase in visitor numbers to the Village b. Engagement with heritage has been shown to enhance well-being. c. Regeneration will reinforce the sense of community d. The re-interpretation of this site can make an important contribution to the local economy e. Restoration means re-vitalisation; the Tower's regeneration can act as a catalyst to further improvements to the whole village. f. The effects of Heritage-led regeneration will ripple outward to the benefit of nearby neighbourhoods. g. The public will gain a new level of interest and understanding of our area h. Revenue stream from membership model | <p>Threats:</p> <ul style="list-style-type: none"> a. There will be inevitable resistance to change by some in the local community b. Increased visitor numbers are associated with an unwelcome increase in local traffic. c. The search for all parts of the required funding may be unsuccessful. d. Strong competition for funding from Covid recovery and current economic crisis. e. The current economic climate is reducing funding for core costs. f. Vandalism and Theft |

Table 2: SWOT analysis

10. Competitor analysis

| | Similar products/activities | Different products/activities |
|----------------------------|---|--|
| Similar customers | Direct competitors <ul style="list-style-type: none"> • Knole • Lullingstone Castle • Lullingstone Roman Villa • Ightham Mote • Eynsford Castle • Hever Castle • Penshurst Place • Eden Valley Museum • Quebec House • Downe House • Chartwell • Chiddingstone Castle • Leeds Castle | Indirect competitors <ul style="list-style-type: none"> • Samuel Palmer Trail • Dryhill Nature Reserve • Lullingstone Country Park • Bore Place • Emmetts Gardens |
| Different customers | Product/activities competitors <ul style="list-style-type: none"> • Riverhill Himalayan Gardens • Shoreham Aviation Museum • Eagle Heights | Implicit competitors <ul style="list-style-type: none"> • Westerham Brewery • Mount Vineyard • Hop Farm and Shop |

10.1 A joined-up story

West Kent is particularly rich in heritage sites which attract customers similar to Otford Palace and have similar products. Our approach is to work with these other organisations to create a synergy for visitors to the area.

In the short term, we propose to work with Knole, Penshurst Hever and Lullingstone Castle to create a joined-up story of the Tudors in North-West Kent. There are connections and timelines that we could write about that could create some synergy.

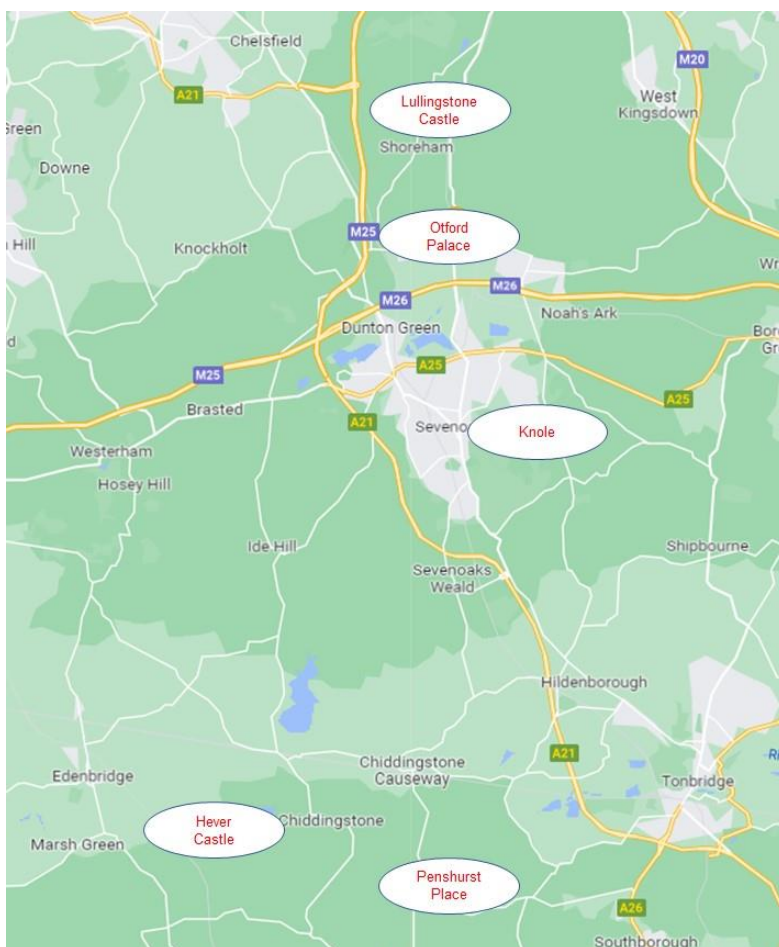


Figure 17: Joined up stories - Five sites with rich Tudor history

Several of these places have reciprocal ticketing arrangements.

It is proposed that we should engage in a joint project to understand more about our visitors and their interests, and encourage them to visit our sister sites.

10.2 The Darent Valley card

We see a mutual benefit for all of the visitor sites in the Darent Valley of a card that gives access to a number of sites and offers a discount in local participating shops. While this might not generate a large profit (because of the costs of running the scheme) it would encourage visitors to the Palace because this is where they would purchase the Darent Valley Card. This card would work in the same way as the London Visitor's Pass or the Omnia card for Rome and other Italian cities.



Figure 18: The Omnia card: a possible model for the Darent Valley card

Its success would depend on the extent that other sites and shops would be willing to participate. The idea of a card requires marketing and detailed planning that it inappropriate at this stage in the project.

11. Achieving the objectives

As might be expected, the initial project plans had to be revised due to the impact of the Covid pandemic and the economic crisis, both of which effected our abilities to raise the necessary funding.

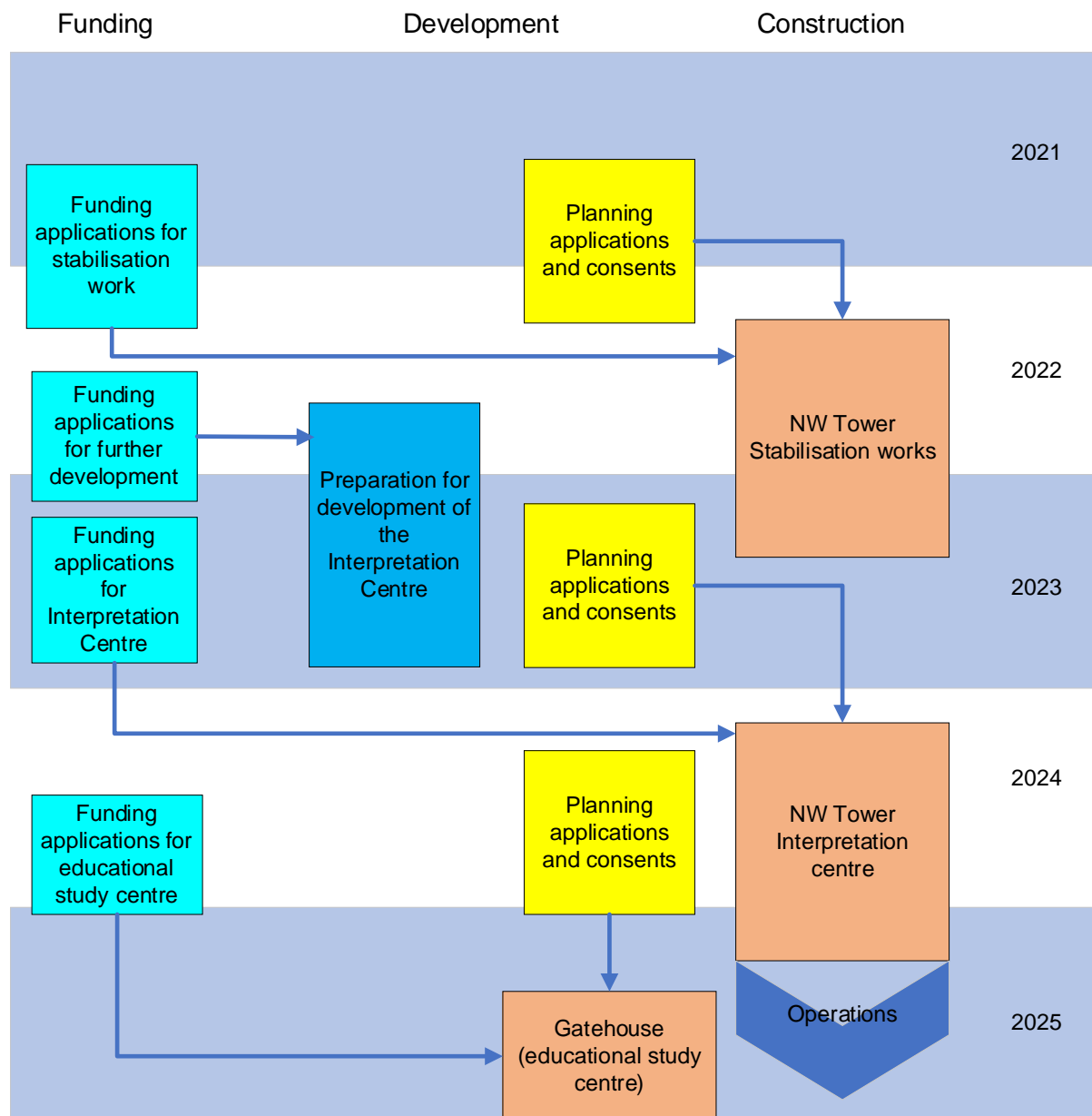


Figure 19: The Roadmap

11.1 Initial planning

September 2017 to October 2018

11.1.1 Funding

Initial seed funding for Stage I was obtained from local individuals, supplemented with a grant made by one of the Otford societies.

11.1.2 Activities

The initial planning stage coincided with the SDC Options Appraisal and the second phase of repairs to the fabric of the Tower undertaken by SDC. All of the Stage I activities have been completed.

- Establish the Archbishops Palace Conservation Trust as a legal entity;
- Gain the support of a significant number of Otford residents;
- To develop the vision for the Archbishop's Palace;
- Present our case to SDC and enter into negotiations with Sevenoaks District Council for the lease
- Secure seed funding for this stage.
- Excite the curiosity and gain the support of the community along the Darent Valley;
- Liaison with other heritage sites in the Darent Valley and seek opportunities for collaboration;
- Liaise with the Darent Valley Landscape Partnership Scheme;

In its meeting of 9th January 2017, The Otford Parish Council formally supported the creation of such a trust and indicated that they did not wish to take on responsibility for the Palace site or its buildings themselves.

A public meeting in Otford was held on Saturday 21st January and was widely advertised in the media, local newsletters and posters.

- A presentation on present status of the Archbishop's Palace, the repair work scheduled for 2017, the role of Sevenoaks District Council and the Options Appraisal process.
- The reasons for the formation of the OTPT as a COI 'The safe pair of hands'
- The APCT proposals and the perceived benefits.
- Questions from the audience.
- To ask whether those present support the principle of these proposals?
- How do we keep the community in touch?

A vote was taken at the end of the meeting and an overwhelming majority (70 for: 2 abstentions) voted for the creation of a Charitable Trust to represent the Otford community in any future discussions with Sevenoaks District Council as regards the Palace site and buildings.

The Trust mounted a display at the Otford Meeting of Electors on 3rd April 2017 and at the Otford village Fete on Monday 29th May. Subsequently, the display moved to Otford Public Library and then to Sevenoaks Library. Since then, it has been used at various presentations to community groups and meetings.

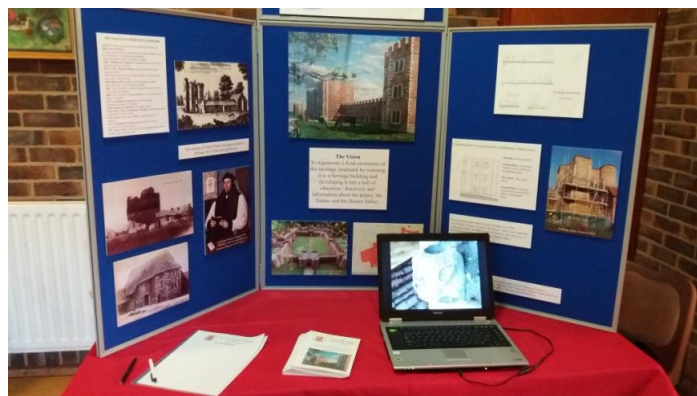


Figure 20: The display stand

Sevenoaks District Council (SDC) received a grant from Historic England for an appraisal of the options for the future of the Archbishop's Palace. The contract for this work was awarded to Thomas Ford & Partners who oversaw the repairs to the Tower in 2016 and 2017. A key feature of the appraisal was in-depth consultation with interested parties.

The report was finally delivered to SDC in May 2018 and shortly afterwards the Council was given a copy of an early of the Trust's Business Plan. Discussions between members, officials and the Trust resulted in a recommendation that the Trust should be granted a 99-year lease on the site and buildings. The lease was signed on 19th September 2019.

11.2 Community involvement

This started in November 2018 and is ongoing. It is funded from the Trust's own resources.

11.2.1 Activities

The initial objectives of this stage were to:

- Negotiate the detailed terms of the lease of the site and buildings with Sevenoaks District Council;
- Identify and contract with an architect to support the project;
- Carry out a 'micro' options appraisal and a masterplan to deliver the Trust's vision
- Draw up detailed, costed plans for the development of the Archbishop's Palace
- Identify potential sources of funding and develop proposals;
- Secure an interim tranche of funding
- Carry out a baseline survey for the project evaluation;
- Become involved in, and undertake, enabling projects to develop sustainable tourism in the Darent Valley.

With the exception of the baseline evaluation, these objectives have been completed.

We have been promoting and informing the community of our vision of the Archbishop's

Palace under the management of the Trust. This is an ongoing activity extending across all the stages and involves all of the target groups identified in the Audience Development Plan.

Our aim is to convince the broader community of the benefits of our plans and then to mobilise the community in support of our plans. This we do via speaking opportunities press, local radio, social media and a travelling exhibition. We also lobby our representatives at district, county and national level. In recent months, we have participated in filming for forthcoming television programmes.

The process started, with the public meeting on 21st January 2017. At this event and at other speaking opportunities we encouraged people to sign up with their email addresses to receive our newsletters and other communications. There is an active website (www.otfordpalace.org) which is regularly updated so that it does not go stale.

However previous experience (with other groups in Otford) indicated that the particular demographics of Otford meant there was a significant proportion of the community that is either unwilling or unable to use the internet on a regular basis. Four years on, there is little change in that situation. To reach out to these people we will continue to use posters, word of mouth, the local media and exhibitions.

We continually seek opportunities to present our vision and plan to the other communities along the Darent Valley, working through the parish councils, village societies and other groups. For example, there have been presentations to local groups and editorial pieces in the local press. We also take every opportunity to work with other organisations, for example the [Tudor Travel Guide](#), to publicise the Palace and the work of the Trust.

The Trust delivered a small project for DVLPS to develop the Visit Otford website (<https://visitotford.org>) as a model that could be replicated in other villages in the Darent Valley.

Baseline evaluation

The evaluation process starts with a baseline study. However, the pandemic restrictions in 2020-21 forced this to be postponed. The proposed methodology is to count visitor numbers at the main points of entry to the Village – specifically the railway station and the High Street car park. This will be supplemented by questionnaires completed by a sample of visitors. The surveys will also be looking at repeat visits: what brings visitors back – or discourages them from returning. A similar approach will be adopted for the baseline data collection in surrounding villages.

Architects and costings

In parallel with the discussions on the lease, the Trustees entered into discussions with potential heritage architects, to obtain estimates of the costs of drawing up the plans for the development of the site, and probable construction costs. Following best practice, we sought quotes from three companies and selected the one that offered the best value for money. Our selection criteria included the bidders' understanding of, and empathy with, what we are trying to achieve. The Trust commissioned Purcell Architects in April 2019.

The Purcell feasibility study has set out a range of design options for the repair and

alteration of the Tower and Gatehouse buildings and the wider site at Otford Palace to create a hub of education, discovery and information. Having set out these design options, the study will then assist the Trust in understanding the viability, advantages, disadvantages and costs of these design ideas.

There was a structural survey of the Tower and Gatehouse to determine the options for re-instating the floors in the Tower, providing access to the upper floors (stairways and/or lift) and of providing a mezzanine floor in the Gatehouse.

A quantity surveyor developed the overall project costs in preparation for the Stabilisation works.

In addition to these discussions with firms of architects, we have been fortunate in establishing a cooperation with the Department of Architecture and the University of Kent at Canterbury. The head of department and leaders of the MSc Architectural Conservation course is Dr Nikolaos Karydis, an internationally acknowledged expert in the architectural aspects of conservation. One of his final year students, Holly Cooper, chose the Archbishop's Palace as her final year project. Her report, 'Significance Assessments and Change of Use – The Case of Otford Palace' can be found on the APCT website under the 'Archive' tab (<http://otfordpalace.org/archive/>). Miss Cooper has indicated her interest in continuing to work with the Trust in the future.

With the indicative costs, we were then in a position to approach appropriate funding sources and prepare detailed applications for grants to cover the remainder of the work.

Political

The local Member of Parliament Laura Trott, has visited the Palace and affirmed her support for the project. We also have the active support of Roger Gough, the Kent County Councillor for the Darent Valley.

The project is also supported by the Lord Lieutenant of Kent, Baroness Colgrain.

The Churches

Although Otford lies within the Diocese of Rochester, there is likely to be further support from the Province of Canterbury. The Palace was home to over 50 Archbishops of Canterbury. Our initial point of contact is Cressida Williams who is an archivist: our aspiration is to solicit support from the current Archbishop, Justin Welby.

Given that, until the Reformation the archbishops who stayed at the Palace were Roman Catholic, we shall also bring the project to the attention of the Roman Catholic Archbishop of Westminster, Cardinal Vincent Nichols.

Historic England

Historic England has assigned an inspector to assist with consents, such as scheduled monument consent that will be needed for conservation and development of the palace remains. He also provides pre-application advice during development of the project.

The Princes Trust

We have also been in touch with the Prince's Regeneration Trust through their agency

BRICK (BRICK - Building Resources Investment and Community Knowledge) and gained their support for the project. BRICK closed in early 2018 but our contacts continue to be active in other roles.

Sevenoaks District Council Visitor Economy Group

The Trust is an active member of the Visitor Economy Group which provides a forum for the various visitor attractions in the area to come together to their mutual advantage.

Kent Downs Area of Outstanding Natural Beauty

The Kent Downs AONB is active in promoting tourism in the area and the Trust is a participant in their 'Up the Kent Downs' project.

The APCT website

The role and success of the Otford Palace website is described in section **Error! Reference source not found.** above.

Darent Valley attractions

While the Archbishop's Palace is situated on Otford, it is our intention that it should also be an interpretation centre for the whole of the Darent Valley. We have therefore reached out and will be seeking to work with other heritage sites and visitor attractions in the area including (but not limited to):

- a. Woolfe House, Westerham
- b. Westerham Brewery
- c. Shoreham Aircraft Museum
- d. Eynsford Castle
- e. Lullingstone Castle
- f. Lullingstone Roman Villa
- g. Eagle Heights, Lullingstone
- h. Mount Vineyard, Shoreham
- i. The Percy Pilcher memorial, Eynsford

We believe that there is mutual benefit in working together, through cross-marketing. We have already started talking to the management of these organisations to explore how we can cooperate and are receiving very positive responses.

11.3 Stabilisation works

November 2021 to March 2023

11.3.1 Funding

The Covid-19 pandemic came at an unfortunate time for the Archbishop's Palace Conservation Trust. Both the National Lottery Heritage Fund and Historic England put their funding programmes on hold until early 2021 and the programme for solicit funding from companies and individuals in the Darent Valley area came to abrupt halt as these companies focused their attention on moving their business processes online.

The Small Business Grant from central government, administered by Sevenoaks

District Council was only for businesses paying rates. Since the Gatehouse is empty, we do not pay rates and so we did not qualify. The Arts Council has grants available for accredited museums (and those on the accreditation pathway). Because of the delay in reaching agreement with the Otford Heritage Centre we were not yet on the pathway and did not qualify.

More recently, the worsening economic situation has continued to influence grant-giving organisations to concentrate their resources on the disadvantaged.

Fortunately, by limiting expenditure to the absolute minimum (basic housekeeping and maintenance only), the Trust entered the lock-down period with (just) sufficient funds to continue for about 12 months. The main casualty of this austerity has been the programme to conserve the North-West Tower and the Gatehouse.

While both NLHF and Historic England announced emergency grant funding, this was initially only available for organisations already in receipt of their funding. However, in September 2020 we were eligible to apply for a Culture Recovery Grant from the Department of Culture Media and Sport (administered by the National Lottery Heritage Fund) and emergency funding from the Postcode Neighbourhood Trust (The Postcode Lottery). Both applications were successful and as a result we were able to instruct our architects to restart work on the design and specifications for the restoration of the Tower, to undertake essential but very overdue maintenance work, and to develop the educational outreach programme.

Unexpectedly, the publicity associated with the award of the grant acted as a stimulus to a planned online funding campaign (through Virgin MoneyGiving) which was significantly more successful than had been anticipated. This has had an impact on the public perception of the longer-term project, again stimulating interest and enthusiasm within the Village and in the increasing numbers of visitors who have been visiting the site during lockdown. At the request of the DVLPS, we submitted a revised project plan and budget in early May 2020. The DVLPS restructured its programme for the post-Covid19 era and our funding for stabilisation work was agreed.

Further funding was provided by the Enover Community Trust and Garfield Weston, and a grant has been pledged by the Pilgrim Trust. We are currently awaiting a funding decision from the Historic Houses Foundation.

11.3.2 Activities

The principal activity is to install windows and doors, and start the gradual process of drying out the Tower. The Archbishop's Palace was effectively abandoned in the 17th Century and for many years the Tower stood without a roof or windows. Over that time both the brickwork and the stone have become totally saturated. Before any significant work could be carried out the building it must be carefully dried out.

Although the roof, fitted in 2016, is weatherproof there were no windows or doors. The openings are covered with metal grills. New metal gates have been fitted to the Stair Tower and a wooden door has replaced the metal grill at the entrance to the Main Tower.

The pigeon netting has rotted in the five years since it was fitted and needed replacing.

The wooden lintels were inspected by a structural engineer.

These activities provided very visible evidence of activity at the Palace and were publicised on social media and in the press.

11.4 Development and capacity building

May 2023 to April 2024

11.4.1 Funding

The Trust's Funding working group has identified about 50 potential funding sources for this work. These are being prioritised and contacted to ask whether this is the kind of project which they would consider helping.

We are also actively seeking funding from local companies, both within Otford (where there is a sizeable industrial estate) and elsewhere in the Darent Valley, as well as from individual donors. A list of over 100 local companies is being qualified and the Funding Group will be contacting them to solicit donations and sponsorship.

Donations from individual donors are made online (using the 'Donate now' button on the website) and sometimes, for larger sums, directly to the Trust.

Timing for individual and corporate donors is important because potential donors are more likely to give when they can see tangible evidence of something happening on the site.

As an incentive to funders, we will offer a scaled range of rewards with the most prestigious rewards going to those individuals or organisations that donate the most. The rewards will be things that cannot be obtained from other sources, such as:

- A guided tour of the Tower
- A framed colour photograph of the Tower signed by Richard Starkey or Alison Weir.
- A digital book
- A commemorative plaque
- A bird's eye view of Otford from a tall crane
- A Darent Valley balloon trip
- A leather-bound copy of the Book of Common Prayer signed by the Archbishop of Canterbury
- Your name in a stained-glass window

We have already registered an expression of interest in submitting an application to the National Lottery Heritage Fund (NLHF). If this is accepted then we can proceed to a full application for funding in two phases – development and construction.

11.4.2 Activities

- Develop the capabilities of the Board and identify areas where external consultancy would be helpful.
- Review and update the Audience Development Plan
- Secure the remainder of the funding required for the construction and creation of the Centre;
- Commission RIBA stages 2, 3 and 4 for the conservation work

- Obtain scheduled monument consents, listed building consents and planning permission for the Tower and Gatehouse.
- Undertake archaeological investigations of those parts of Palace Field close to the Gatehouse and north-west Tower.
- Submit application for accredited museum

11.5 Construction

May 2024-March 2025

This stage was originally planned to run from December 2019 to June 2023. However, the pandemic hiatus caused significant delays. It will now run From May 2024 until Spring 2025.

11.5.1 Funding

We have already registered an expression of interest in submitting an application to the National Lottery Heritage Fund (NLHF). If this is accepted then we can proceed to a full application for funding in two phases – development and construction.

For the development of the Gatehouse, among other sources, we shall seek funding from the Architectural Heritage Fund whose primary role is to fund charities that are restoring historic buildings and giving them a new lease of life, through grants and low interest loans.

11.5.2 Activities

Objectives

- Carry out the development of the Archbishop's Palace as a visitor centre for Otford and the Darent Valley;
- Fit out the building as a Visitor Centre;
- Create the graphics, models and other artefacts;
- Negotiate arrangements for promoting other visitor attractions in the Darent Valley;
- Marketing;
- Recruit staff to run the Centre;
- Continue fund-raising to underwrite operations for the first two years.
- Continue to promote the visitor economy in the Darent Valley

Development of the Tower

With the approval of Historic England and support from the Heritage Lottery, the Trust will restore and re-introduce the floors and staircase to the tower. Full services will also be introduced so that the property can be safely and properly opened for public use.

We propose to install an exterior glass lift to enable disabled access to the first floor. Extending this access to the second floor would require an new opening in the southern wall of the Main Tower. This would damage the fabric and would not be acceptable to Historic England.

Development of the Gatehouse

The initial plan was to start work on the Gatehouse in parallel with the renovation of the Tower. Funding constraints now make it advisable to delay developing the Gatehouse until later in the programme. An important precursor to the construction work in this stage will be to deal with the damp in the Gatehouse including removal of the false ceiling to expose the roof timbers, and the removal of the concrete floor.

While the Gatehouse remains untouched, it is being used as a workspace for the Otford Heritage Collection.

11.6 Operations

Easter 2025 onwards

11.6.1 Objectives

The final stage of the project sees the transition from the construction and fitting out of the Archbishop's Palace to the ongoing operation of a self-sustaining Community Resource. The key objectives are to operate and further develop activities that will generate sufficient revenue for the Palace to be largely independent of external funding (although we envisage that further fund raising will be needed for future developments).

However, we also need to look to the future and ensure that there is:

- A staff development programme to ensure that new staff are properly trained
- Processes to retain existing staff and to recruit new staff as and when necessary
- A programme for succession planning for the Board of Trustees.

11.6.2 Commercial activities

There are four main revenue streams:

- a. Admission fees
- b. Shop sales
- c. School visits thereafter.
- d. Events on Palace Field

Admission fees

The number of visitors is one of the key uncertainties in this analysis. There is little on which we can base an initial estimate and so that starting point must be a best guess informed by discussions with other visitor attractions in the area. Those discussions have confirmed that these in turn, are dependent on effective marketing. Based on these discussions, we believe that with effective marketing the numbers envisaged are achievable.

Admission will allow visitors to enjoy the exhibitions in the ground and first floors and the library on the second floor. As a registered charity, the Archbishop's Palace conservation Trust will be able to take advantage of the Gift Aid scheme which would further increase the revenue from entrance fees.

Retail

The second income stream will be sales from the shop such as:

- Books - on the Darent Valley, the Tudors, the Romans, The Book of Common Prayer;
- Paintings, professional photographs and cards - again focusing on the Darent Valley. There may also be greetings cards from local artists;
- Models of the Tower and the Palace
- DVDs of the local area.
- Toys and puzzles on Roman and Tudor themes;
- Darent Valley souvenirs.

Events

For ease of management all special exhibitions and events will be budgeted separately. Thus, a profit and loss account will be drawn up for each project. These projects are expected to make a profit but where a small loss is expected then their viability will be assessed in the light of the benefit to the community and increasing the exposure of the Palace.

Meetings

The first floor Tudor Room will be marketed to local businesses as a venue for meetings and small conferences. Catering would be brought in from local caterers.

The proximity of St Bartholomew's Church opens the possibility of hosting wedding receptions using a marquee erected on Palace Field.

Study centre

We believe that the centre will become a familiar venue and learning experience for many of our schools. Educational projects will be tailored to meet the requirements of the curricula. The Gatehouse will be utilised for this purpose as a secure study centre, lecture-room, and base for these groups. This activity is fundamental to the objectives of the Charity, although the revenue from this activity will be relatively small.

Marketing

The marketing activity started in the second stage of this project will change in its focus; instead of aiming to raise funds, it will now be directed towards increasing visitor numbers. We have allocated a percentage of income to this activity.

11.6.3 Staffing

The Trustees consider it is essential that the Archbishop's Palace is open from the beginning of March to the end of October - that is for 8 months each year. The opening hours will be from 10.00h to 17:00h, six days each week. For safety reasons at least two members of staff will be on duty at any one time.

At the start of this stage, we will prepare a comprehensive job description and then seek to recruit suitable staff from the local area. The Trust will be an equal opportunity employer and will not discriminate in its human resource policies on the basis of age, race, colour, religion or sexual orientation.

Because the Centre will only be open for eight months of the year, we expect that a significant number of staff will leave at the end of the season and will not be available for employment in the following year. All staff will need to be educated into the history of the Palace, the Book of Common Prayer and the Tudor period, and be fully trained before they start work. That training will include emergency procedures and basic first aid, as well as the operation of the till.

11.6.4 Operating procedures

Best practice and legislation require that the Trust provides and regularly reviews a number of key documents which shall be available to all staff:

- Fire risk analysis
- Health and safety policy
- Staff handbook (including grievance procedures)
- Emergency procedures. This will include instructions on what staff shall do in a range of emergencies. There will be also be a section on managing the situation after the immediate emergency (eg, public relations).
- Conflict of interest policy
- Fraud policy
- Data privacy policy
- Trustee appointment and retirement policy
- Safeguarding policy
- Reserves and investment policies

11.6.5 Evaluation

External evaluators will carry out on-going data collection and analysis to determine the impact of the project on visitors, the residents of Otford, the economy in Otford and the broader context of the Darent Valley, and the volunteers involved in the project.

11.6.6 Funding

The Trustees aim to reduce the dependence on external funding and replace it with revenue from the operation of the Archbishop's Palace so that within 24 months of the start of operations it is fully self-sustaining.

12. Planning for the future

12.1 Future developments

At present, the buildings owned by SDC and which are leased to the Trust, comprise the Tower itself and the Gatehouse. In between them is a row of three small cottages which were sold by SDC some years ago. At a later stage, when funds permit and the cottages are offered for sale, the Trust would hope to purchase them and incorporate them into the interpretation centre.

It has been suggested that the Palace buildings could provide a unique opportunity for apprentices wishing to specialise in the restoration and repair of historic buildings. These people would carry out their academic work in one of the local colleges but would then do their practical work on the Palace under careful supervision of a heritage specialist.

We might envisage that, sometime in the future, the West range could be rebuilt using period materials, on the original foundations!

12.2 Board of trustees

The Trust was founded with five Trustees and currently has nine Trustees. From time to time the Board appoints additional Trustees who bring other experience and competencies to the direction of the Trust. Further, existing Trustees may well resign due to personal commitments or illness.

In recruiting new trustees, the Board seeks to ensure an appropriate degree of diversity in terms of age, gender, geographical location, and ethnicity.

The ideal trustee will have:

- A recognition of the values of our national heritage
- A fascination for history and how it has brought us to where we are today
- An interest in education, “making it real” and bringing it alive for the widest possible audience. The Trust’s audience development plan can be found on the Otford Palace website.
- The desire to make historic resources accessible and enabling engagement through sensitive and appropriate renovation of original architecture
- The vision to combine an eclectic view in blending modern solutions and design techniques with the richness of historical artefacts
- The ability to engage and demonstrate a vision to a wide audience and encourage collaboration and investment in this project
- Enthusiasm for the work of the Trust
- An ability to work as one of a team, to take on projects and deliver them.

Our aim is to build a team with complementary competences in:

- Experience in restoring heritage buildings
- Education
- Project management
- Legal – property and intellectual property rights.
- Fund-raising
- Communications using a variety of media
- Marketing

Succession planning will be an important on-going task for the Trustees

13. References

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Appendix A Constitution of the APCT

Constitution of

The Otford Palace Conservation Trust

a Charitable Incorporated Organisation (Foundation Structure)

Whose Only Voting Members Are its Trustees

Date of Adoption (last amended):

21st August 2019

Name

1. The name of the Charitable Incorporated Organisation ("the CIO") is:

The Archbishop's Palace Conservation Trust

National Location of Principal Office

2. The principal office of the CIO is in England.

Objects

3. The Objects of the CIO are:

(a) For the benefit of the public the preservation, restoration, maintenance, repair and improvement of the building known as the Archbishop's Palace in Otford, Kent.

(b) to advance the education of the public in the history of the Archbishop's Palace, the Tudors, the role of the Archbishops and the history of the Darent Valley by the provision of exhibitions and other learning experiences.

Powers

4. The CIO has power to do anything which is calculated to further its Objects or is conducive or incidental to doing so. In particular, the CIO has power to:

(a) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 and 125 of the Charities Act 2011, if it wishes to mortgage land;

(b) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;

(c) sell, lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;

(d) employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a Trustee only to the extent that it is permitted to do so by clauses 6 to 11 and provided it complies with the conditions of those clauses;

(e) deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the Trustees of a trust are permitted to do by the Trustee Act 2000;

(f) conserve, develop and manage the site and its buildings as a heritage landmark for the benefit of the community;

(g) create a self-sustaining centre for the dissemination of knowledge about the Archbishop's Palace, the Tudor period, and the heritage and history of the Darent Valley; and

(h) hold and/or own a collection and to operate a museum

(i) raise funds and engage in primary purpose trading so to achieve the Objects.

[Given that Powers 4(a) and (c) can only be exercised subject to any limitations imposed by Historic England.]

Application of Income and Property

5. The income and property of the CIO must be applied solely towards the promotion of the Objects, and none of it may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO, provided that:

(a) a Trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO;

(b) a Trustee may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011;

(c) nothing in this clause shall prevent a Trustee or connected person receiving any benefit or payment which is authorised by clauses 6 to 11.

Benefits and Payments to Trustees and Connected Persons

General Provisions

6. No Trustee or connected person may:

(a) buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;

(b) sell goods, services, or any interest in land to the CIO;

- (c) be employed by, or receive any remuneration from, the CIO;
- (d) receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by this constitution or is authorised by the court or the Charity Commission ("the Commission"). In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

Scope and Powers Permitting Benefits to Trustees or Connected Persons

7. A Trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be no more than the Bank of England base rate.

8. A Trustee or connected person may receive rent for premises let by the Trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The Trustee concerned shall withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.

9. A Trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.

10. A Trustee or connected person may receive a benefit from the CIO in the capacity of a beneficiary of the CIO but strictly on the same terms as other beneficiaries.

11. Providing they are acting outside their role as a Trustee, a Trustee (or connected person) may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where it is permitted in accordance with, and subject to the conditions in, sections 185 to 188 of the Charities Act 2011.

Conflicts of Interest and Conflicts of Loyalty

12. A Trustee must:

(a) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and

(b) absent himself or herself from any discussions of the Trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).

13. Any Trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the Trustees on the matter.

Liability of Members to Contribute to Assets of CIO if it is Wound Up

14. If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Membership

15.1 The only members of the CIO shall be those persons who are appointed as Trustees of the CIO, and all persons appointed as Trustees shall be admitted as members;

15.2 Each Trustee shall be appointed by the Trustees. In the event of the number of trustees falling below 4, the Otford Parish Council shall have a residual power to appoint new trustees to ensure that the minimum number of 4 trustees are in place.

15.3 Each Trustee may serve for a term of four years once renewable.

16. Membership cannot be transferred to anyone else.

17. A member shall cease to be a member immediately that he or she ceases to be a Trustee of the CIO for any reason.

Board of Trustees

18. The CIO shall have a Board of Trustees comprising at least 4 persons and a maximum of 12. Such maximum shall include any Trustees invited to represent any special interests.

19. (a) New Trustees may be recruited to the Board at any time by the Trustees. In selecting individuals for appointment as Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

(b) The Trustees may, by and from their number and from time to time, elect such officers (chair, secretary, treasurer) as they see fit. The Trustees may also appoint Advisers to the CIO who shall not be Trustees.

First Trustees

20. The first Trustees are as follows:

John Barry Edwards-Winser

Keith Lawrey

Nicholas John Rushby

Rodney Stanhope Shelton

Jonathan Eric Verrall

Excluded Persons

21. Under no circumstances shall any of the following serve as Trustees:

(a) a person aged less than 16 years;

- (b) a person who is an undischarged bankrupt or has made any composition or arrangement with creditors;
- (c) a person who has an unspent conviction involving dishonesty or deception or who is otherwise disqualified by law from serving as a Trustee.

Powers and Duties of Trustees

22. The Trustees shall manage the affairs of the CIO and may exercise all the powers of the CIO.
23. Any meeting of the Trustees at which a quorum is present at the time the relevant decision is made may exercise all the powers exercisable by the Trustees.
24. It is the duty of each Trustee:
- (a) to exercise his or her powers as a Trustee in the way he or she considers to be in the best interests of the CIO's Objects and beneficiaries; and
 - (b) to exercise such care and skill as is reasonable in the circumstances having regard in particular to any special knowledge or experience that he or she has or claims to have.
25. The Trustees may act regardless of any vacancy in their body but, if and so long as their number is less than 3, the remaining Trustees may act for the purposes of increasing the number of Trustees or winding up the CIO, but for no other purpose.

Information for New Trustees

26. Each new Trustee must receive, on or before his or her first appointment:
- a copy of the current version of this constitution; and
 - a copy of the CIO's latest Trustees' annual report and statement of accounts.

Retirement and Removal of Trustees

27. The office of a Trustee shall be immediately vacated if he or she:
- (a) resigns his or her office in writing to the CIO (but only if at least 3 Trustees shall remain in office);
 - (b) is absent without good reason from three consecutive Trustees' meetings, and the remaining Trustees decide that he or she shall vacate office by reason of such absence;
 - (c) is removed from office for conduct prejudicial to the CIO by a majority vote of the Trustees, provided that any Trustee whose removal is proposed shall have the right to make representation to the meeting where the decision is to be taken;
 - (d) becomes bankrupt or makes any arrangement with his or her creditors generally; or
 - (e) is otherwise disqualified by law from serving as a Trustee.

Proceedings of the Board of Trustees

28. The Trustees may regulate their proceedings as they think fit, subject to any provisions within this constitution.

29. A meeting shall be summoned on the request of a Trustee by giving reasonable notice to all the Trustees. It shall not be necessary to give notice of a meeting to any Trustee for the time being absent from the United Kingdom.

30. A Trustee may not appoint an alternate or anyone to act on his or her behalf at meetings of the Trustees.

31. A meeting may be held by suitable electronic means agreed by the Trustees in which each participant may communicate with all the other participants.

Chairing of Meetings

32. Subject to clause 19(b) the Trustees shall appoint one of their number to chair their meetings and may at any time revoke such appointment.

33. If no-one has been appointed to chair meetings of the Trustees, or if the person so appointed is unwilling to preside or is not present ten minutes after the time appointed for the meeting, the Trustees present shall appoint one of their number to chair that meeting.

Quorum

34. No decision may be made by a meeting of the Trustees unless a quorum is present at the time the decision is made. "Present" includes being present by suitable electronic means agreed by the Trustees in which a participant or participants may communicate with all the other participants.

35. A quorum shall be 3 Trustees.

36. A Trustee shall not be counted in the quorum present when any decision is made about a matter upon which that Trustee is not entitled to vote.

Decision-Making by Trustees

37. Questions arising at any meetings shall be decided by a majority of votes, each Trustee having one vote on any matter to be decided. In the case of an equality of votes, the chair of the meeting shall have a second or casting vote.

38. A resolution in writing or in electronic form agreed by all the Trustees who are entitled to receive notice of and vote at a meeting of Trustees shall be as valid and effectual as if it had been passed at a meeting of the Trustees.

Saving Provisions

39. Subject to clause 40, all decisions of the Trustees, or of a sub-committee of the Trustees, shall be valid even if it involved the participation of a Trustee who:

- (a) was disqualified from holding office;
- (b) had previously retired or was obliged to leave office;

Interests or otherwise;

if, without the vote of that Trustee and that Trustee being counted in the quorum, the decision would have been made anyway by a majority of the Trustees at a quorate meeting.

40. Clause 39 does not permit a Trustee to keep any benefit that may be conferred on him or her by a decision of the Trustees (or a sub-committee) if the resolution would otherwise have been void.

Sub-Committees

41. The Trustees may delegate any of their powers or functions to one or more sub-committees or advisory panels consisting of such members of their body or the general public as they think fit and the terms of any delegation must be recorded in the minute book. The Trustees may subsequently revoke or alter a delegation. The Trustees may impose conditions when delegating, and will always include the conditions that:

- (a) at least one member of each sub-committee or advisory panel must be a Trustee;
- (b) the relevant powers are to be exercised exclusively by the sub-committee or advisory panel to whom they delegate;
- (c) no expenditure may be incurred on behalf of the CIO except in accordance with a budget previously agreed with the Trustees;
- (d) the sub-committee or advisory panel shall report regularly to the Trustees.

Decisions Which Must be Made by the Members of the CIO

42. Any decision to:

- (a) amend the constitution of the CIO;
- (b) amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs; or
- (c) wind up or dissolve the CIO (including transferring its business to any other charity),

must be made by a resolution of the members of the CIO (rather than a resolution of the Trustees);

43. Such members' decisions may be made either:

- (a) by resolution at a general meeting; or

(b) by resolution in writing.

44. A resolution made at a general meeting requires a majority of at least 75% of the votes that are cast.

45. A resolution in writing requires the agreement of all the members on the date the resolution is circulated. The following conditions shall apply:

(a) a copy of the proposed resolution must be sent to all the members eligible to vote;

(b) the document indicating a member's approval of a written resolution may be sent to the CIO as hard copy or in electronic form. A member's agreement to a written resolution, once signified, may not be revoked;

(c) a written resolution lapses if the necessary number of approvals has not been received 28 days after the first day on which copies of the resolution were circulated to members.

General Meetings of Members

Calling of General Meetings of Members

46. The Trustees may designate any of their meetings as a general meeting of the members of the CIO. The purpose of such a meeting is to discharge any business which must by law be discharged by a resolution of the members of the CIO as specified in clause 42.

Notice of General Meetings of Members

47. The minimum period of notice required to hold a general meeting of the members of the CIO is 14 days.

48. Except where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act 2011 or by the General Regulations, a general meeting may be called by shorter notice if it is so agreed by at least 75% of the members of the CIO.

49. Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to be given 48 hours after it was posted or sent.

Procedure at General Meetings of Members

50. The provisions in clauses 29 to 37 governing the chairing of meetings, procedure at meetings and participation in meetings by electronic means apply to any general meeting of the members, with all references to Trustees to be taken as references to members.

Execution of Documents

51. A document is validly executed on behalf of the CIO if it is signed by at least 2 of

the Trustees.

Use of Electronic Communications

52. The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

- (a) the requirement to provide a member with a hard copy of any document or information if they request it, to be sent within 21 days of the request;
- (b) any requirements to provide information to the Commission in a particular form or manner.

Registers

53. The CIO must maintain a register of Trustees/members as required by the General Regulations, which must be made available to anyone on request.

54. Except where the request to inspect the register is made by a Trustee of the CIO, a fee may be charged in respect of the costs of complying with the request.

Minutes

55. The Trustees must keep minutes of all:

- (a) appointments of officers made by the Trustees;
- (b) proceedings at general meetings of the CIO;
- (c) meetings of the Trustees and committees of Trustees including:
 - (i) names of the Trustees present at the meeting;
 - (ii) the decisions made at the meetings; and
 - (iii) where appropriate the reasons for the decisions;
- (d) decisions made by the Trustees otherwise than in meetings.

Accounting Records, Accounts, Annual Reports and Returns, Register Maintenance

56. The Trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Commission, regardless of the income of the CIO, within 10 months of the financial year end.

57. The Trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

Rules or Bylaws

58. The Trustees may from time to time make such reasonable and proper rules or

bylaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bylaws must not be inconsistent with any provision of this constitution. Copies of any such rules or bylaws currently in force must be made available to any member of the CIO on request.

Disputes

59. If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

Amendment of Constitution

60. As provided by sections 224 to 227 of the Charities Act 2011, this constitution can only be amended:

- (a) by resolution agreed in writing by all members of the CIO; or
- (b) by a resolution passed by a 75% majority of those voting at a general meeting of the members of the CIO.

61. Any alteration:

- (a) to the CIO's Objects (clause 3);
- (b) to clauses 64 to 67 (Voluntary Winding Up or Dissolution);
- (c) this clause; or
- (d) that would have the effect of enhancing the benefits available to Trustees of the CIO or persons connected with them,

shall require the prior written consent of the Commission.

62. No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.

63. A copy of every resolution amending the constitution, together with a copy of the CIO's constitution as amended must be sent to the Commission by the end of the period of 15 days beginning with the date of passing of the resolution, and the amendment does not take effect until it has been recorded in the Register of Charities.

Voluntary Winding Up or Dissolution

64. As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve the CIO can only be made:

- (a) at a general meeting of the members of the CIO called in accordance with this constitution, of which not less than 14 days' notice has been given to those eligible to attend and vote, by a resolution passed by a 75% majority of those voting; or
- (b) by a resolution agreed in writing by all members of the CIO.

65. Subject to the payment of all the CIO's debts:

(a) Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.

(b) If the resolution does not contain such a provision, the Trustees must decide how any remaining assets of the CIO shall be applied.

(c) In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.

66. The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:

(a) the Trustees must send with their application to the Commission:

(i) a copy of the resolution passed by the members of the CIO;

(ii) a declaration by the Trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and

(iii) a statement by the Trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution.

(b) the Trustees must ensure that a copy of the application is sent within 7 days to every member and employee of the CIO, and to any Trustee of the CIO who was not privy to the application.

67. If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

Interpretation

68. In this constitution:

"connected person" means:

(a) a child, parent, grandchild, grandparent, brother or sister of the Trustee;

(b) the spouse or civil partner of the Trustee or of any person falling within sub-clause (a) above;

(c) a person carrying on business in partnership with the Trustee or with any person falling within sub-clause (a) or (b) above;

(d) an institution which is controlled:

- (i) by the Trustee or any connected person falling within sub-clause (a), (b), or (c) above; or
 - (ii) by two or more persons falling within sub-clause (d)(i), when taken together;
- (e) a body corporate in which:
 - (i) the Trustee or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or
 - (ii) two or more persons falling within sub-clause (e)(i) who, when taken together, have a substantial interest.

Section 118 of the Charities Act 2011 applies for the purposes of interpreting the terms used in this constitution.

“General Regulations” means the Charitable Incorporated Organisations (General) Regulations 2012.

“Dissolution Regulations” means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

The “Communications Provisions” means the Communications Provisions in [Part 10, Chapter 4] of the General Regulations.

Subject to section 177 of the Charities Act 2011, “Trustee” means a charity trustee of the CIO.

“in writing” shall be taken to include references to writing, printing, photocopying and other methods of representing or reproducing words in a visible form, including electronic transmission where appropriate.

This constitution was adopted by the persons whose signatures appear below: