



# Archbishop's Palace Conservation Trust

## The Business Plan



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The APCT is a Charitable Incorporated Organisation, Charity registration number 1173486

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 1512 that Archbishop Warham started to build one of the largest palaces in England, comparable in size to Hampton Court. The site and buildings are of significant architectural and archaeological significance, as is its history of William Warham and his connection with King Henry VIII.
- The aim of the Trust is to develop experiences and content that will engage with a wide range of people from Kent and London, together with a mix of tourism and special interest visitors to the area. We will use the site and buildings of the Tudor Palace and the resources of the Otford Heritage Collection to promote the appreciation and enjoyment of the heritage of the Darent Valley.
- To achieve this, we will restore the iconic buildings of the Archbishop's Palace in Otford and create a high-quality interpretation centre or gateway, towards discovering the landscape and environmental relevance to the generations of inhabitants of the Darent Valley. Providing public access to such a 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 also 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, the Trust has 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 nine 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 will 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 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 an educational study centre for the growing number of school and other organised groups of visitors who currently visit the site.
  - 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 increases the size of the potential 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 potential is constantly increasing as new housing estates are established.

- 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 though time,
  - The *exit* phase as 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 the 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 which is ongoing,
  3. Stabilisation works to make the north-west Tower weatherproof, to carry out repairs to the masonry and brickwork and fully glazing the structure. (November 2021 – October 2023),
  4. Development and capacity building, and securing funding for the main part of the construction work. (August 2024-March 2026),
  5. Construction of the interpretation centre in the Main Tower, and the conversion of the Gatehouse to an educational study centre. (April 2026-March 2027),
  6. Operation of the Interpretation Centre and Study Centre. (from April 2027).
- 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 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 develop 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 researched content, producing 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 (through community engagement and support of the Darent Valley Landscape Partnership), 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 1512-22 that Archbishop Warham built one of the largest palaces in England, comparable in size to Hampton Court. Unfortunately, in the 17th Century, the buildings fell into disrepair. 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 indicated it would like to see this significant historical building conserved and developed as a focal point for the Darent Valley as a whole. 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 five 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 and its incumbents.

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 be read in conjunction with three supporting documents:

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



*Figure 1: The Palace buildings from the South-West*

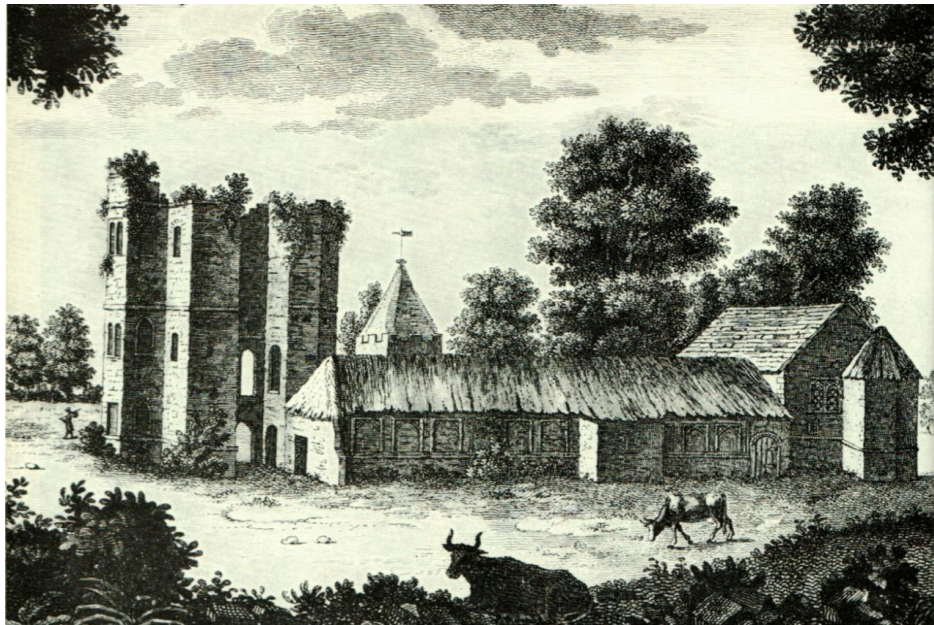
### **3. The Archbishop's Palace**

#### **3.1 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 – The Kent Down National Landscape. Otford itself is a Heritage Village dating back to Roman times with many listed buildings, including the only duck pond in the country with Grade II listed status!

#### **3.2 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)



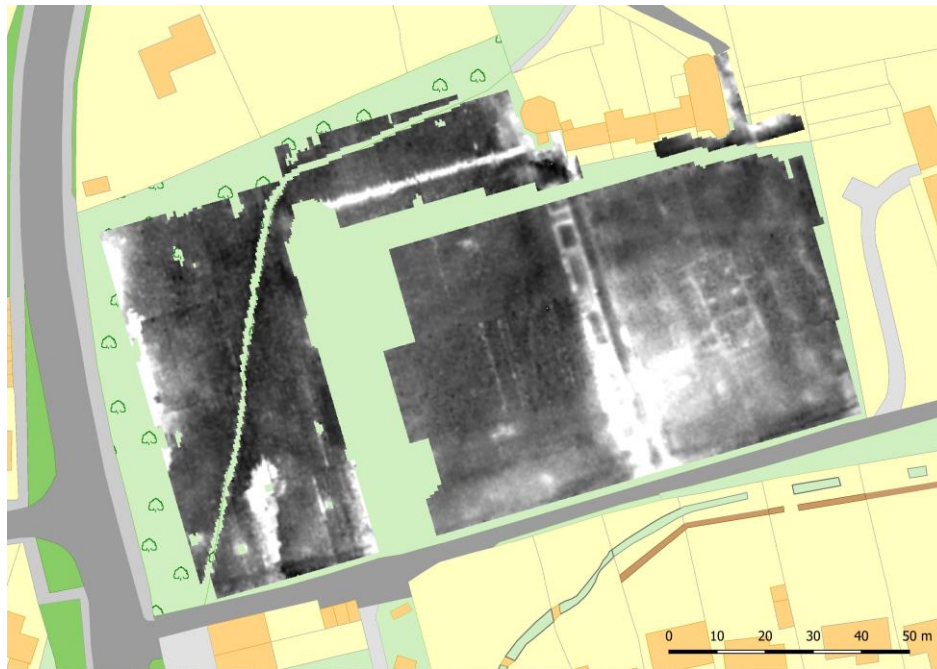
*Figure 2: The view of the Palace from the South West in the 18th Century, from an engraving by Bayly (in the Otford Heritage Collection)*

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.

However, the 2023 geophysics survey showed evidence of a pre-Tudor building in the Great Court. This is not aligned with the Tudor Palace and may have been demolished to make way for Archbishop Warham's creation. Excavations are planned for Summer 2024, to attempt to date this building.



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

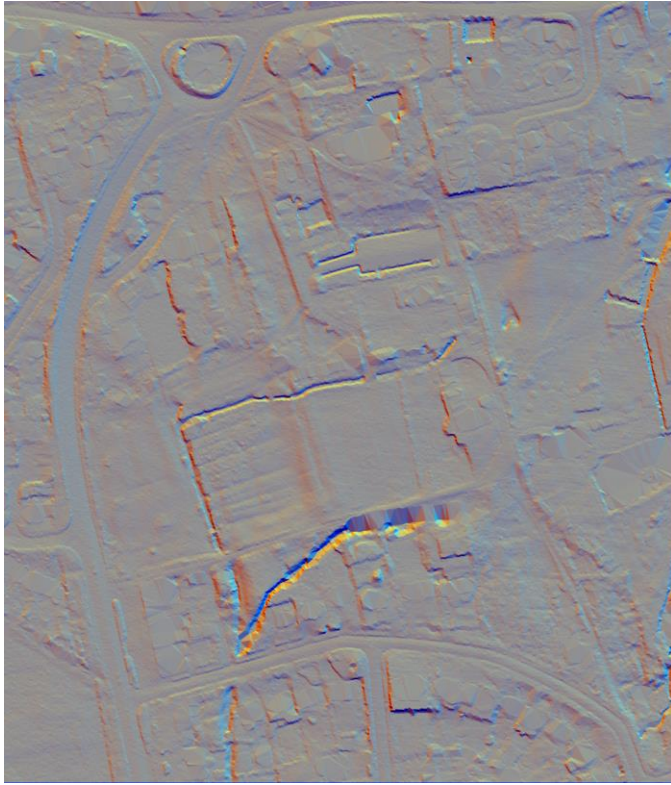


Figure 4: A LiDAR image of the Palace area  
(© Darent Valley Landscape Partnership Scheme)



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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,
- Its part in the infrastructure and back story of visiting national and international figures relating to ecclesiastical and Warham's personal relationships.

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 20<sup>th</sup> century,
- Its contribution to the identity of Otford and its community today.



North elevation



South elevation



East elevation



West elevation

Figure 6: Existing elevations (Thomas Ford)

## 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 pilgrims' route from London which joins the east-west Pilgrims Way, the ancient route between Winchester and Canterbury, at Otford Pond.

The Darent Valley Landscape Partnership (DVLPS) <sup>1</sup>, supported by significant Lottery and EU funding, has enhanced the profile and visibility of the valley's major heritage and landscape assets with the support of The Tourism and Economy team at Sevenoaks District Council (SDC).



Figure 7: The Darent Valley (© Rod Shelton)

<sup>1</sup> The Darent Valley Landscape Partnership Scheme is due to finish at the end of 2024. Its activities will be subsumed into the Kent Downs National Landscape.



By maintaining and enhancing this famous heritage site we can develop it as a high-quality interpretation centre, or gateway, to discovering, not only the landscape and general economic back-history, but also the social-anthropology of the Darent Valley. The ability 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.

Section 8.2 discusses the value to the local economy in greater detail.

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 will provide visitors with an exciting adventure of discovery into the valley's current heritage sites. It will be a full re-creation of a Tudor room including 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 second space for the Otford Heritage Collection and meeting room. Subject to our proposed links with other museums, it is hoped to hold regular Tudor and other period exhibitions within it with guest specialist speakers - whenever possible linking with the school syllabus and college and university faculties.

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 and/or the Collection Catalogue on the APCT website (<https://otfordpalace.org/about-the-collection/>)

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 curriculum. It is proposed that the adjacent Gatehouse will be utilised as a study centre, lecture-room, and base for these visits and those of other interested parties involved in study activities.

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 actively 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,
- Promoting the provision of visitor accommodation in the area,
- Encouraging the provision of a local visitor bus service and electric-assist bicycle hire.

## 5. Establishing the 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. As at 8<sup>th</sup> March 2024 the Trustees were:

- Nick Rushby (Secretary and treasurer),
- Andrew Goymer (chair, oversight and constructive challenge),
- Elizabeth Anderson (Website and online marketing),
- David Barley (Community and events),
- John Edwards-Winsor (Liaison with SDC and building construction oversight),
- Roger House (communications director and content manager),
- Charles Shee (Historical research),
- Beth Walker,
- Neil Williams (Finance).

### 5.2 Diversity and inclusivity

The Trust is currently seeking to appoint further trustees to increase the diversity of the Board. The whole board is committed to ensuring The Trust is an inclusive organisation. Although we 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.

To ensure we are considering and evaluating how inclusive we are throughout the organisation we will 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 challenges us to ensure all our programmes, decisions and the way we work is as inclusive as possible.

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

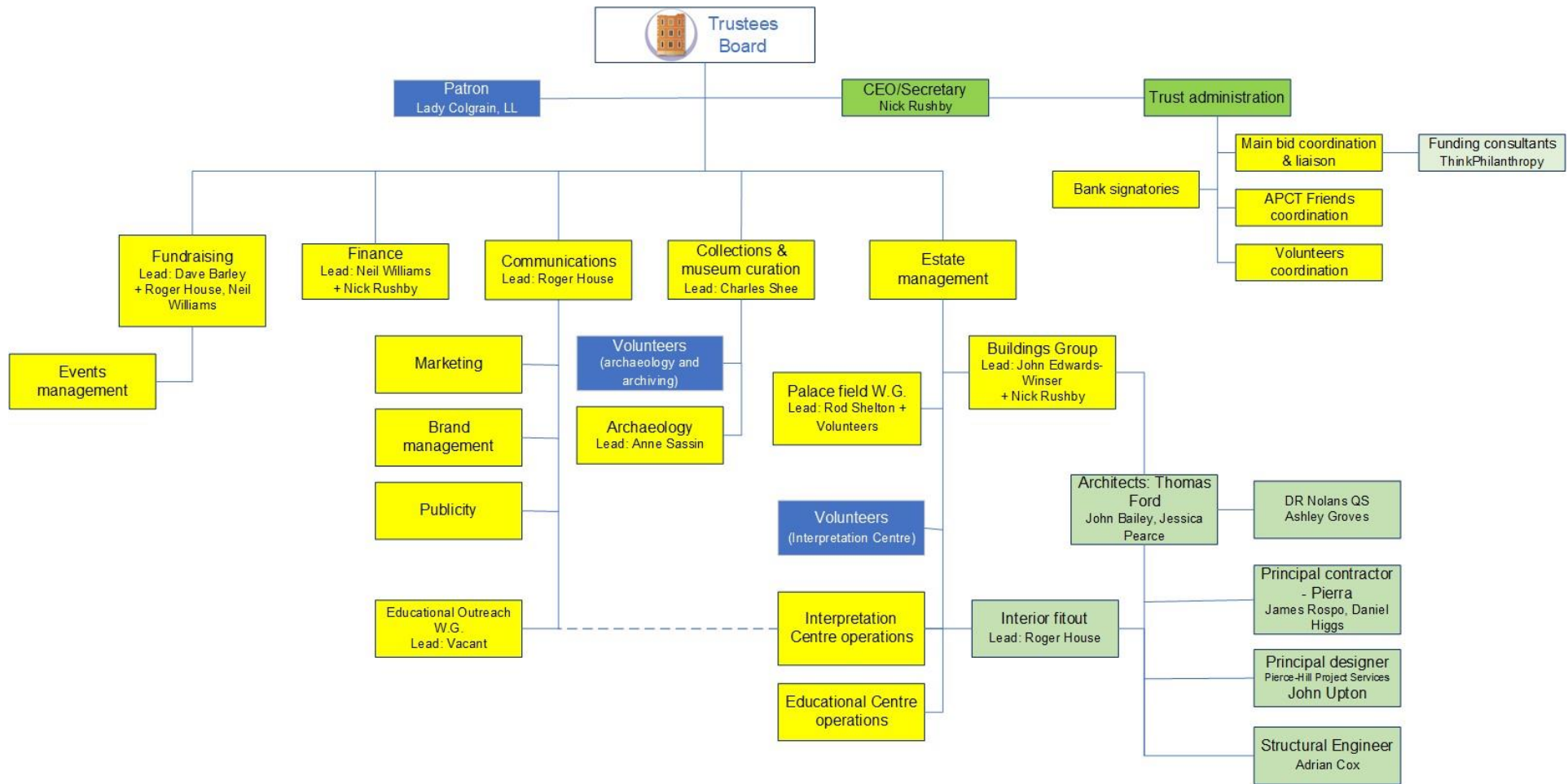


Figure 8: Structure of the Trust

## **6. Objectives**

### **6.1 Initial objectives**

In its meeting of 9<sup>th</sup> January 2017, The Otford Parish Council formally supported the creation of a trust but 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 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.

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,
2. Feasibility and community involvement,
3. Development and delivery,
4. Operations.

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

### **6.2 Sevenoaks District Council objectives**

When the lease was granted in September 2019, the Trust was set seven objectives. To:

- (a) commission a detailed options appraisal for the conservation of the property as a visitor and interpretation centre for Otford and the Darent Valley;
- (b) commission detailed plans (including architectural drawings) in connection with the development;
- (c) submit the Planning Application to the Determining Authority and use all reasonable endeavours to obtain the grant of a Satisfactory Planning Permission;
- (d) submit any necessary applications for Scheduled Monument Consent in connection with the development;
- (e) carry out a botanical survey of the property and prepare a revised management plan for the Palace Field;
- (f) Carry out non-invasive archaeological studies of the property with funding from the Darent Valley Landscape Partnership Scheme;
- (g) Subject to obtaining all the necessary consents, commence the development including the installation of fenestration, glass or other suitable material necessary to secure the Tower against the ingress of wind and water.

To these, we subsequently added a further six objectives. To:

- (h) Identify potential sources of funding and develop proposals;

- (i) Secure an interim tranche of funding;
- (j) Carry out a baseline survey for the project evaluation;
- (k) Become involved in, and undertake, enabling projects to develop sustainable tourism in the Darent Valley;
- (l) Undertake a community engagement programme;
- (m) Develop the Educational Outreach Programme.

It is the Trust's contention that we have achieved all of the objectives set out in our agreement with SDC and that the way is clear for the Council to confirm that the lease will be extended for the remainder of the 99-year term.

#### 6.2.1 Options appraisal and master plan

With Purcell (our architects at that time) we developed a detailed feasibility study. This was costed by DR Nolans (quantity surveyors) and their figures, suitably adjusted for inflation and other changes, have provided the basis for our cost estimates (objectives a and b).

#### 6.2.2 Planning and scheduled monument consents

The local planning authority (Sevenoaks District Council) deferred to Historic England in the matter of permissions and consents (objectives c and d).

The first stage of the conservation of the North-West Tower was to undertake conservation work to the masonry and brick and scheduled monument consent was obtained from Historic England. The original consent has required some variations to accommodate changes in the construction of a door, the use of oak window frames and polycarbonate glazing all of which were given without difficulty.

#### 6.2.3 Palace Field survey

By agreement with Sevenoaks District Council and the Darent Valley Landscape Partnership Scheme, the biological survey (objective e) was removed from the objectives. This has been replaced with an on-going programme for the development and maintenance of Palace Field to enhance its biodiversity and make it more accessible to visitors.

#### 6.2.4 Archaeology

In addition to two archaeological watching briefs as part of minor works on Palace Field, a community archaeologist assisted by volunteers, undertook a detailed geophysical survey of Palace Field and some of the neighbouring properties (objective f). This was based on a 50cm geolocated grid and provided a much better picture of the subsurface structures. It also revealed the unexpected presence of a pre-Tudor building near the centre of the Great Court. The Trust and DVLPS plan a further investigation with the aim of dating the building.

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.

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.

#### 6.2.5 Stabilisation works

Planning for work on the immediate repairs (objective g) started at the end of 2021 with the work itself being carried out in the warmer months of 2022 and 2023. The repairs to the brickwork and the masonry both inside and on the exterior of the Tower have been completed. The Stair Tower has been secured with metal gates and the Main Tower by a wooden door. Oak window frames have been installed in the Main Tower and the Garderobe Tower and temporarily glazed with polycarbonate sheet. The long-term intention is to glaze with glass in a traditional Tudor style.

Minor works have included the installation of a French drain by the entrance to the Main Tower, and repairs to the roof.

The process of drying out the structure (which was without a roof until 2017), can now continue so that the building is ready for the main restoration work in the Delivery phase of the project.

At the end of 2022 and by mutual agreement, we terminated our contract with Purcell and appointed Thomas Ford and Partners as our architects. After a competitive tender, we appointed Pierra as Principal Contractor.

#### 6.2.6 Funding

Addressing objectives (h) and (i) the Trust has raised nearly £250,000, most of which is restricted to the stabilisation work over period 2022-23. Our principal donors have been:

- The Darent Valley Landscape Partnership Scheme,
- The Enover Community Trust,
- Garfield Weston Foundation,
- Pilgrim Trust,
- The Headley Trust,
- The Historic Houses Foundation.

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

Our research into potential funding sources will provide a strong basis for seeking the matched funding required for continuing the project.

### 6.2.7 Evaluation

Working with consultants from the Tavistock Institute, we have developed a framework for evaluating the project (objective (j)). The resulting theory of change model provides a road map showing the actions that will be required to achieve our aims.

Because of changes in the Otford Parish Council, it was not possible to obtain baseline data as had been hoped. This data will now be collected during the Project Development Phase with a revised questionnaire under the guidance of our pro-bono consultant from the Royal Statistical Society.

### 6.2.8 Sustainable tourism

There is a tension between the desire to increase tourism in the Darent Valley and the consequence of congestion in the villages and the byways. To resolve this, the Trust has been working with Sevenoaks District Council and the DVLPS to promote car-free tourism. The aim is to encourage visitors to come for several days rather than making a number of day trips, leaving their cars and travelling by train or bus, and cycling or walking in the Valley. The decision by Otford Parish Council to disband their Sustainable Tourism Working Group has slowed progress towards this objective (k) but the Trust has continued to work with the DVPS on walking routes, and with the Darent Valley Community Rail Partnership on rail travel.

### 6.2.9 Community engagement

The Trust believes that the Archbishop's Palace should be an interpretation centre for the whole of the Darent Valley – not just for the Village of Otford (objective l). This not only increase the size of the audience, but also its diversity. The Palace is located in the mid-point of the Darent Valley, an area enjoyed by many visitors. Because of the close proximity of London and the high – and rapidly increasing - 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. With the proposed residential development in in North-West Kent this number will increase significantly.

Within that extended community the Trust continues to sustain its links with numerous village societies and historical groups. Palace Field is used for May Day celebrations, picnics and (from 2024) outdoor theatre productions. We are also working with voluntary groups, for example West Kent Mind, to use the facilities as a venue for their activities.

### 6.2.10 Educational outreach

Palace Field is now used regularly by children from Otford Primary School for environmental and historical visits (objective m).

The Darent Valley Takeaway project aims to help schools in the Darent Valley, South and East London, and more widely in Kent and Essex, by providing exhibitions, books, handling boxes, speakers and other learning experiences, on the history of the Archbishop's Palace, the Tudors, the role of the Archbishops, and the history of the Darent Valley.



### 6.2.11 Communications

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,
- News

The website is continually being updated.

The Trust also 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.

### 6.2.12 The Heritage Collection

The Trust and the Otford Heritage Centre merged in December 2019. It was agreed that the objects held by the Centre should be removed to the Gatehouse where they could be stored and reviewed, with the intention of putting them on display in the Interpretation Centre when that was completed.

During the Summer of 2020, the Trust wrote the core Spectrum procedures that will be required when the renamed Otford Heritage Collection becomes an accredited museum. The Trust now applies those procedures to all the objects in the Collection so that it is in position to apply for accreditation under the Arts Council scheme as soon as possible.

In the meanwhile, and to make the collection accessible to the public, the collection is being reviewed and catalogued. There is a disposal process for objects that do not meet the new collection and accession policy. The APT website (<https://otfordpalace.org>) has been enhanced to include an online catalogue which is freely accessible. The catalogue has been designed so that it can also be used by other organisations and it is now hosting the archives of the Otford and District Historical Society.

A photogrammetry facility has been established, funded by the DVLPS. Training has been provided for volunteers who are now able to create virtual 3D models of objects, and for some objects, print 3D replicas.

### 6.2.13 Governance

We have also taken time 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.

### 6.3 Sevenoaks District Council response

On 7<sup>th</sup> February 2024, SDC wrote to the Trust:

“There are a series of objectives for the Conservation Trust to implement within the first 5-year period of the lease between Sevenoaks District Council and the Archbishop’s Palace Conservation Trust.

We can confirm that, bearing in mind all the works carried out to date, SDC does not anticipate exercising the [lease] break in September 2024.

### 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 study centre for school groups,
- d. A focus for community activities.

## **7. Using the space**

### **7.1 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 this is achievable with some additional revenue from a shop, events and charging for the use of the educational study centre.

Having carefully evaluated a number of alternatives, our vision is to replace the internal floors to make meeting/exhibitions rooms, and reinstate the interior staircase. We propose to install a lift for access to the first floor for less able visitors in compliance with the Disability Discrimination Act. A small extension will provide the entrance, ticket desk, toilet and shop, and will house the lift. The ground and second floors will be used as a visitor interpretation centre.

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

- a. An active programme of revenue-generating events on Palace Field,
- 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 takes advantage of the Gift Aid scheme which would further increase the revenue from entrance fees.

### **7.2 The conceptual design**

At present, the Tower is an empty shell approximately 40 feet (12.2 metres) in height, with a roof that was installed in 1982, but no interior floors. From a brief developed by the Trust, the Architects, Thomas Ford & Partners, have developed an outline design.

### **7.3 Environmental sustainability**

At the heart of this project is the recycling of a 16<sup>th</sup> Century building. Throughout the project the Trust will strive to use contractors who can demonstrate that they are following the spirit of Scope 3 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 public access to the Tower roof are impractical (on grounds of cost, accessibility and safety) 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 Kent County Council to take the lead and encourage local communities to improve the habitat and food sources for pollinators in Kent. Palace Field will be a link in a pollination corridor through planned planting of pollinator friendly flowers and environmentally friendly management of this area.

The Trust has an Environmental Policy which is reviewed regularly. This sets out how The Trust intends to achieve its aims and carry out its operations with the minimal adverse impact on the environment. Where possible it will work to bring about positive impacts.

- Minimise waste by evaluating operations and ensuring they are as efficient as possible.
- Minimise toxic emissions through the selection and use of the source of its power requirement.
- Actively promote recycling both internally and amongst its visitors and suppliers.
- Source and promote to materials it uses, to minimise the environmental impact of both production and distribution.
- Meet or exceed all the environmental legislation that relates to the Trust.
- Use an accredited program to offset the greenhouse gas emissions generated by our activities.
- Visitors will be encouraged to travel to the Palace using public transport, on foot and by cycling. Visitor information and other publicity information will promote car-free travel. Otford Railway Station is a 7-minute walk from the Palace.

The Trust does not intend to provide a dedicated car park. In addition to a large car park in the centre of the Village about 5 minutes' walk away and the Otford Station car park, there is on-street parking in the vicinity

The Trust has calculated its Carbon Footprint for the year ending 30<sup>th</sup> June 2023 using the tools from Julie's Bicycle website approved by the Arts Council <sup>2</sup>. This snapshot covers:

- The NW Tower,
- The Gatehouse,
- The Project Office in Chantry Cottage.

The results (shown in Appendix B) indicate that, in 2023 the Trust generated about 1 tonne of carbon dioxide equivalent (CO<sub>2</sub>e). Future reports will be extended to include emissions from events.

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<sup>2</sup> <https://juliesbicycle.com/our-work/creative-green/creative-climate-tools/>

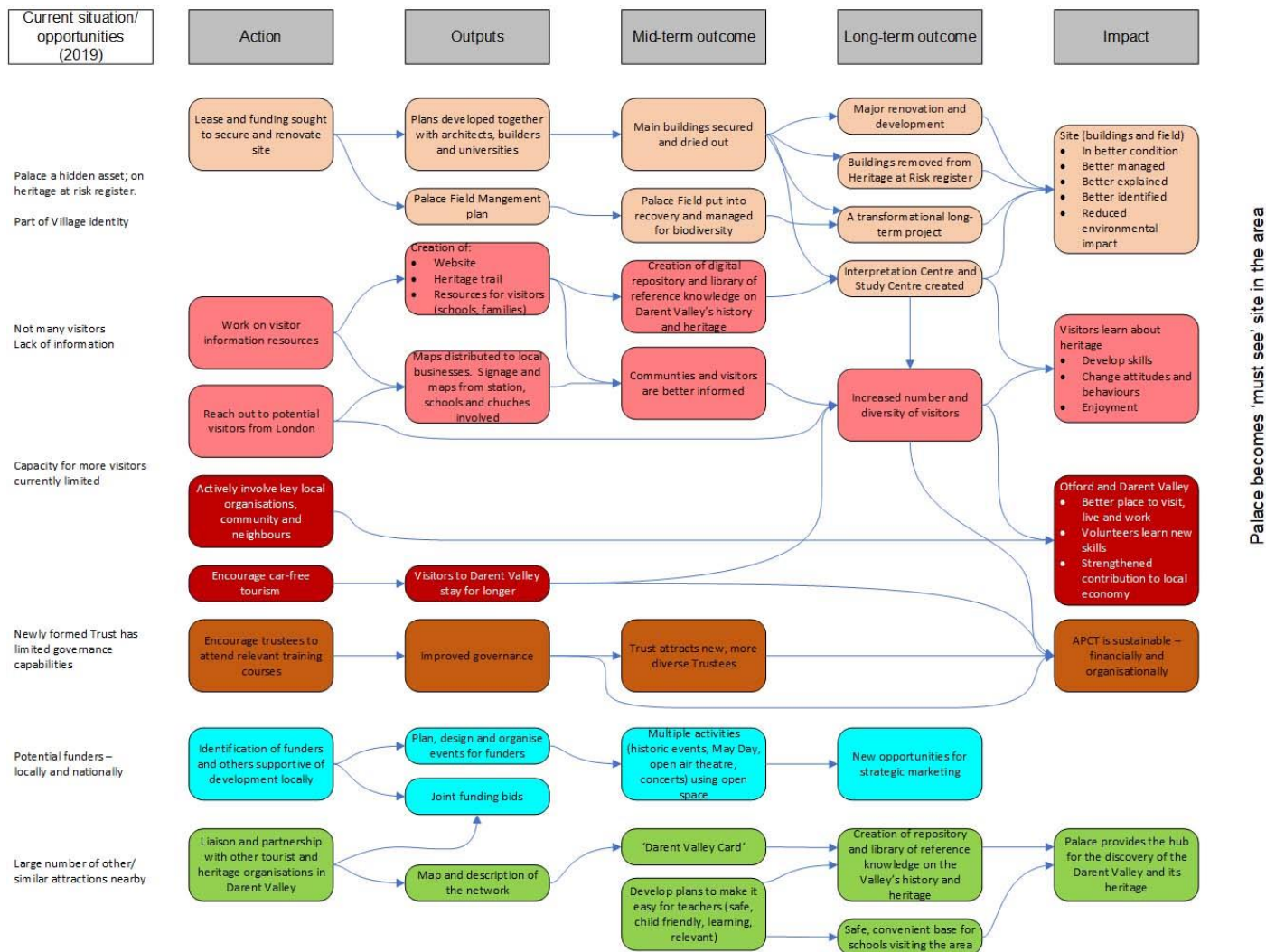
## 8. Evaluating the project impact

The form of the project evaluation is currently being developed. 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 9. 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.



Palace becomes 'must see' site in the area

Figure 9: The current working version of the Project theory of change

## 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.

## 8.2 The local economy

### 8.2.1 Impact

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 in the area.

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) are that:

- Tourism in the Kent Downs AONB is bouncing back after the pandemic, 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 9 shows the figures for Sevenoaks District. Based on these figures.

These figures are illustrated in Figure 10 and Figure 11

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.”

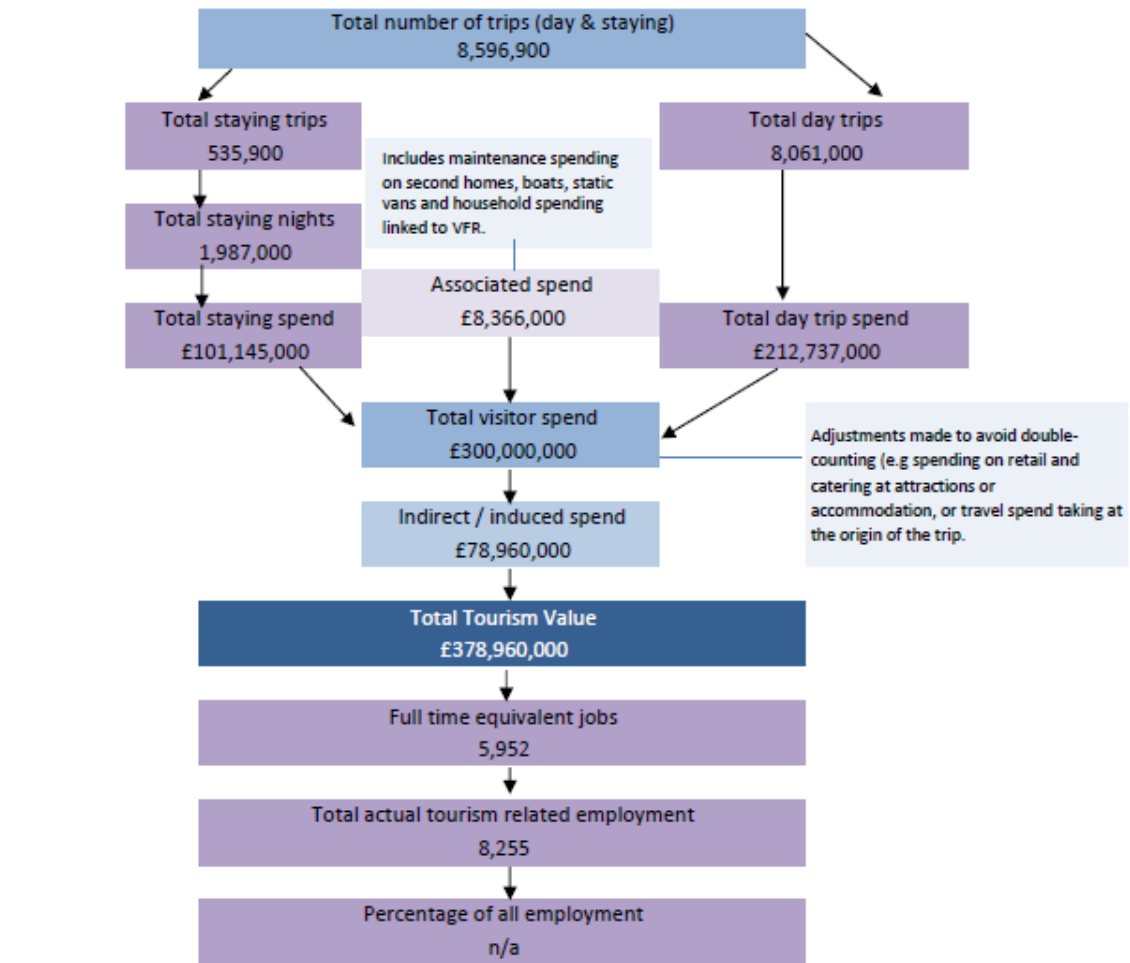
The Trust will work with Sevenoaks District Council, Kent Downs National Landscape, Visit Sevenoaks, Visit Kent and other bodies to help develop (and to benefit from) the local visitor economy. As a visitor and interpretation centre for the Darent Valley, the Archbishop's Palace is ideally positioned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

#### 8.2.2 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.



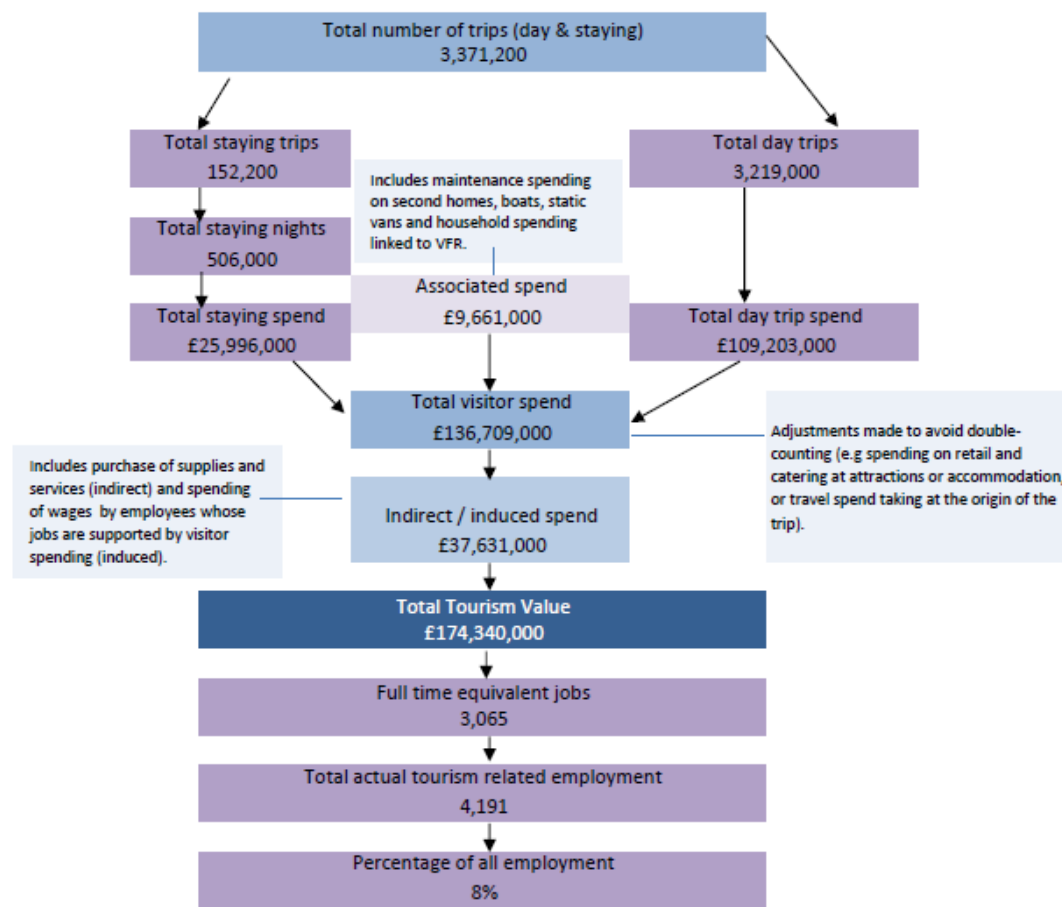


Economic Impact of Tourism – Year on year comparisons				Year-on-year comparison	Pre-pandemic levels
	2021	2020	2019	2021 v 2020	2021 v 2019
<b>Day Trips</b>					
Day trips Volume	8,061,000	6,015,000	8,390,000	34%	-4%
Day trips Value	£212,737,000	£153,283,000	£217,913,000	39%	-2%
<b>Overnight trips</b>					
Number of trip	535,900	375,800	618,200	43%	-13%
Number of nights	1,987,000	1,243,000	3,392,000	60%	-41%
Trip value	£101,145,000	£62,558,000	£151,252,000	62%	-33%
<b>Total Value</b>	<b>£378,960,000</b>	<b>£258,483,000</b>	<b>£447,385,000</b>	<b>47%</b>	<b>-15%</b>
<b>Actual Jobs</b>	<b>8,255</b>	<b>5,625</b>	<b>9,770</b>	<b>47%</b>	<b>-16%</b>

	2021	2020	2019	2021 v 2020	2021 v 2019
Spend x night	50.90	50.29	44.59	1.2%	12.8%
Spend x day trip	26.39	25.48	25.97	3.6%	-1.9%
turnover / jobs	£ 45,904.72	£ 45,954.47	45,792.92	-0.1%	0.2%
visits / job year	£ 243.27	£ 276.06	187.20	-11.9%	30.0%

Figure 10: 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	Pre-pandemic levels
Day Trips	2021	2020	2019	2021 v 2020	2021 v 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%
<b>Overnight trips</b>					
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%
<b>Average length stay (nights x trip)</b>					
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 11: Headline figures for the economic impact of tourism in the Sevenoaks area (Destination Research, 2022b)

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
<b>Total Direct 2021</b>	<b>£33,879,000</b>	<b>£102,830,000</b>	<b>£136,709,000</b>

Table 1: Direct turnover derived trips to the District, 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.

### 8.2.3 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.

### 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 undertaken by volunteers. In the Operational Phase, much of the day-to-day operation will be supported by volunteers, although we have allowed for paid staff in the shop.

The Trustees (who are all volunteers) are already acquiring new skills. We are, for example, engaging with the Heritage Network Trust participating in seminars and conferences in museum conservation, social media, environmental management and carbon literacy, as well as the multiple competences required to run a charity. The Trust also has access to expertise in the field of archaeology and photogrammetry. We anticipate that the volunteers will gain new skills which will not only be intrinsically rewarding but also helpful in their future activities.

## 9. Strengths, weaknesses, opportunities and threats

<p><b>Strengths:</b></p> <ul style="list-style-type: none"><li>a. The Palace is a National Heritage landmark with a provenance stretching back to 791AD.</li><li>b. It is an iconic site of the Village and the Valley.</li><li>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.</li><li>d. This is an initiative from the community, for the community and is strongly supported by the community.</li><li>e. The Project has a strong and effective network of contacts with other members of the tourist economy, and influential figures in the area.</li><li>f. The project has strong support from other visitor attractions in the Darent Valley.</li><li>g. The 99-year lease secures long-term access to the site and buildings for the community and visitors.</li><li>h. Support from a strong team of architects, quantity surveyors and contractor.</li><li>i. Broad range of competences among the Trustees.</li><li>j. Strong financial position.</li><li>k. Demonstrable success in undertaking the Stabilisation works in 2022-23.</li><li>l. The website is acknowledged as comprehensive and unique.</li></ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"><li>a. The Trust needs to raise significant funding (around £2.0M) to realise the project in full.</li><li>b. The project relies on external funding for at least the first four years of operation.</li><li>c. The board of trustees lacks diversity.</li><li>d. Trustee resources are stretched thinly.</li><li>e. Over-reliance on a small core group of trustees.</li><li>f. Average age of the Trustees is high.</li></ul>
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<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>a. Significant increase in visitor numbers to the Village.</li> <li>b. Engagement with heritage has been shown to enhance well-being.</li> <li>c. Regeneration will reinforce the sense of community.</li> <li>d. The re-interpretation of this site can make an important contribution to the local economy.</li> <li>e. Restoration means re-vitalisation; the Tower's regeneration can act as a catalyst to further improvements to the whole village.</li> <li>f. The effects of Heritage-led regeneration will ripple outward to the benefit of nearby neighbourhoods.</li> <li>g. The public will gain a new level of interest and understanding of our area.</li> <li>h. Revenue stream from membership model.</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>a. There will be inevitable resistance to change by some in the local community.</li> <li>b. Increased visitor numbers are associated with an unwelcome increase in local traffic.</li> <li>c. The search for all parts of the required funding may be unsuccessful.</li> <li>d. Strong competition for funding from Covid recovery and current economic crisis.</li> <li>e. The current economic climate is reducing funding for core costs.</li> <li>f. Vandalism and Theft.</li> </ul>
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Table 2: SWOT analysis

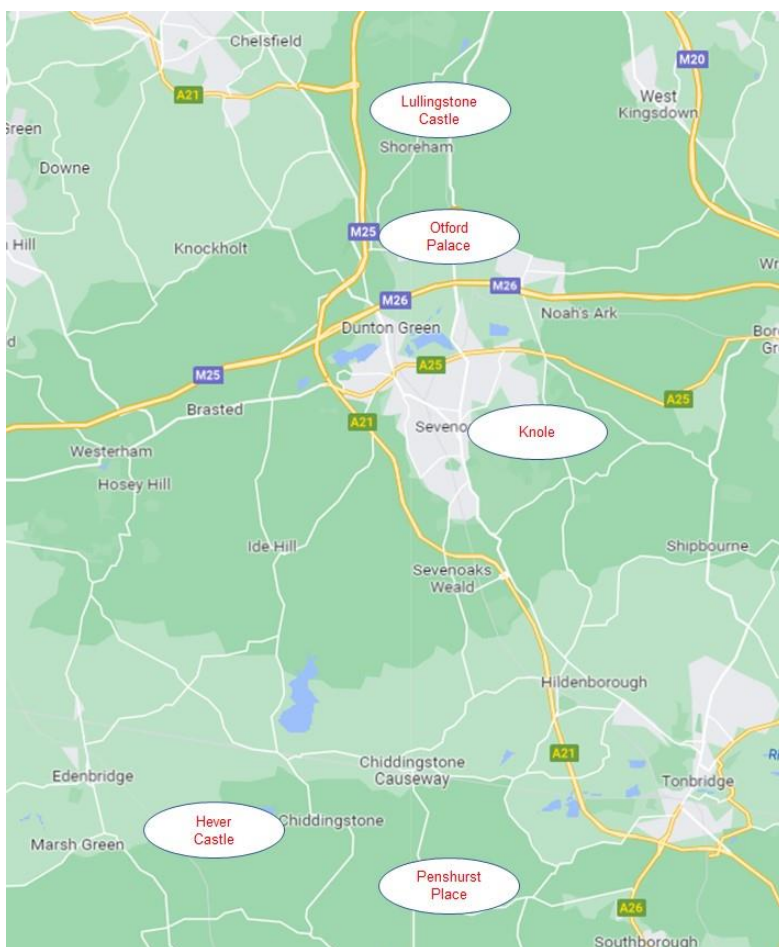
## 10. Competitor analysis

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

## 10.1 Joined-up stories

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 12: 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.

There is a second joined up story of the Darent Valley in Romano-British times. There are numerous Roman Villas, granaries, bath houses in the Valley, together with a site believed to be of a mansio (an official stopping place on a Roman road, or via, maintained by the central government for the use of officials and those on official business whilst travelling.) only 200m from the Palace.

## 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.

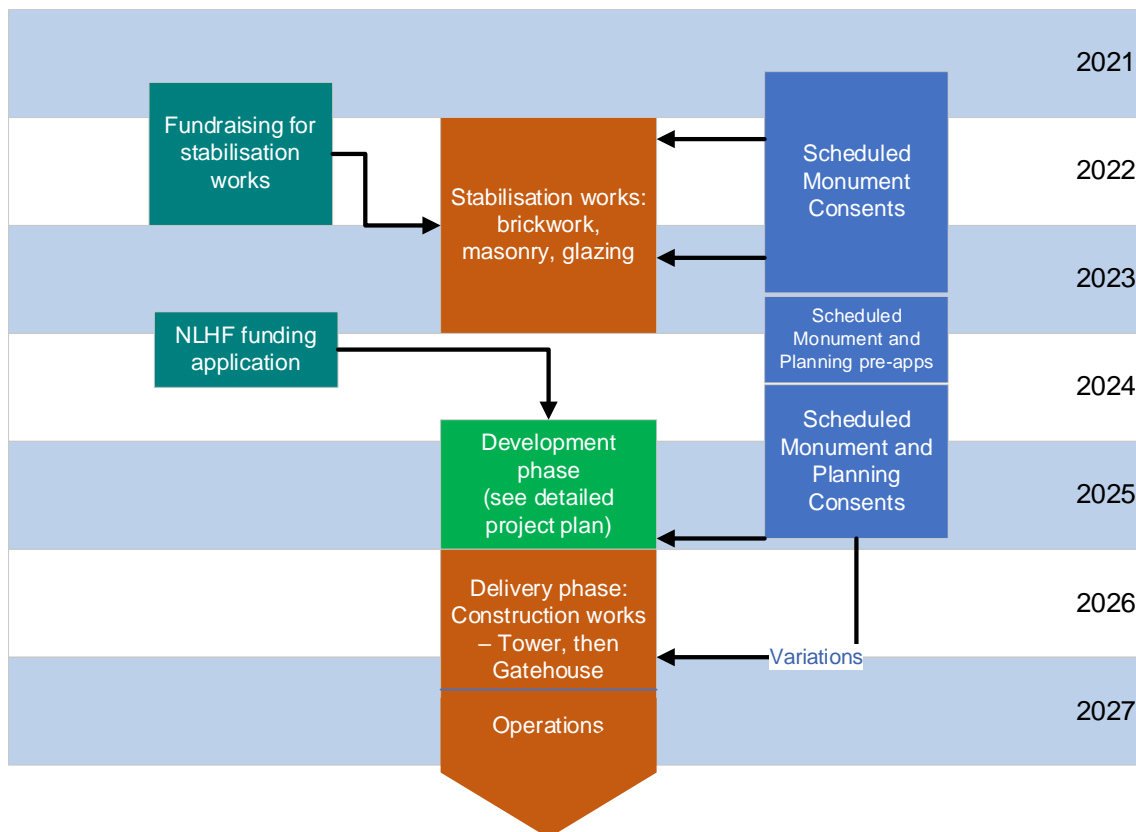


Figure 13: The Roadmap

### 11.1 Initial planning

There was a structural survey of the Tower and Gatehouse to determine the options for reinstating 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.

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 who has agreed to become the Trust's Patron.

## *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. She also provides pre-application advice during development of the project.

## *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.

## **11.2 Stabilisation works**

November 2021 to November 2023

### 11.2.1 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 sufficient funds to continue for about 12 months. The main casualty of this austerity was 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 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.

The Trust has raised nearly £250,000, most of which is restricted to the stabilisation work over period 2022-23. Our principal donors have been:

- The Darent Valley Landscape Partnership Scheme,
- The Enover Community Trust,
- Garfield Weston Foundation,
- Pilgrim Trust,
- The Headley Trust,
- The Historic Houses Foundation.

### **11.3 Development and capacity building**

November 2023 to August 2024

#### **11.3.1 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,
- An illuminated facsimile manuscript acknowledging contributions,
- 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.

Our expression of interest in submitting an application to the National Lottery Heritage Fund (NLHF) was accepted in August 2023. The trust is now preparing a full application for funding in two phases – development and construction.

The detailed Action Plan for this project is set out in a separate document *APCT NLHF Activity plan*.

## **11.4 Operations**

Easter 2027 onwards

### 11.4.1 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.

### 11.4.2 Commercial activities

There are four main revenue streams:

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

These are set out in detail in the second volume of this Business Plan.

#### *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*

Shop sales are described in Section 12.11.1

### *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. These events also have a marketing aspect.

*The Heritage Trail:* The Otford Heritage Trail comprises a series of ten display boards set at strategic points around the Village. To make the trail more accessible for teachers organising study trips to the Village, the Trust will provide support with educational notes and risk assessment documents.

*A guided walk round Otford Palace.* First published by the Otford and District Historical Society, this has provided the basis for a series of six videos, available on the Palace website.

*Re-enactments;* Palace Field is a space that lends itself to re-enactments against the backdrop of the Archbishop's Palace. The Trust will be holding a number of events, aimed at fund-raising and raising awareness of the Archbishop's Palace.

*May Day celebration;* The Trust has established the first May Day celebration that has been held in the village for over seventy years opened by our Patron, The Lord Lieutenant, The Lady Colgrain.

### *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 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 the 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.

### 11.4.3 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. Outside this period, the Interpretation Centre and the Study Centre will be open by arrangement to cater to specialist groups.

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.

#### 11.4.4 Operating procedures and policies

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.

#### 11.4.5 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.

The comprehensive evaluation plan is being developed as a separate document: *APCT NLHF Evaluation plan*. The starting point for the evaluation is the Theory of Change model set out in Figure 9 above.

#### 11.4.6 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. Marketing plan

### 12.1 Introduction

There is a multiplicity of possible solutions for attracting and engaging with the general public and those with special interest, and importantly how we capture and retain their interest, make return visits and spread the word.

In the early stages of the development of this visitor interpretation and educational centre not all of the solutions and ideas will be practicable from the very start. Rather, this is a checklist for an ambitious and developing scheme to keep the site in the public eye and active far into the future.

Even as a relatively small but nevertheless exciting site taking us back directly into the English history past, the site holds the potential for developing a number of peripheral activities and inclusion of special interest collections, to bring in visitors from all walks of life, locally, nationally and internationally, both physically and through an online presence.

The marketing activity started in the second stage of the 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.

Marketing is part of the process which should include attracting, engaging and committing to “the product” and brand that is The Archbishop’s Palace Otford.

### 12.2 What do we offer – the “product”

The fundamental purpose of developing this site is to offer a memorable **experience** for the visitor to take away; a lasting impression and understanding of the richness of life in and around the Palace and Otford, together with an increased knowledge of the historical impact of the Darent Valley. The way we promote and subsequently deliver must support this objective.

### 12.3 Delivering a modern visitor experience

Museums are changing; from repositories for looking and learning, they have become lively gathering places that encourage visitors to be active participants. They can be catalysts, proactively supporting an objective and sustainable future. In their traditional role, they would do this by raising awareness through exhibitions and public programmes.

The Trust will set out to create an experience that plays a proactive role in helping to shape the future by providing the visitor with knowledge and inspiration (from the past) delivered in an engaging and accessible manner.

### 12.4 Who and where are our customers

Audience Finder (the national audience and data development programme) identifies people who might have an interest in heritage, into six groups and provides suggestions for their motivation.

- **Commuterland Culturebuffs** are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical offerings. Mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning

opportunities for older children. They tend to be frequent attenders and potential donors.

- **Dormitory Dependables** are a dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities, alongside popular and more traditional, mainstream arts. Many are thriving well off mature couples or busy older families; lifestyle coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family outing than an integral part of their lifestyle.
- While **Trips and Treats** may not view arts and culture as a passion, they are reasonably active despite being particularly busy with a wide range of leisure interests. Comfortably off and living in the heart of suburbia their children range in ages, and include young people still living at home. With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites, this group are led by their children's interests and strongly influenced by friends and family.
- The **Home and Heritage** group are conservative in their tastes, this more mature group appreciates all things traditional: a large proportion are National Trust members, while classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group –partly because they are largely to be found in rural areas and small towns –they do engage with the cultural activity available to them in their locality. They look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events. Locality is key for these keen visitors of nearby heritage sites and lovers of craft activities. We are therefore likely to attract a proportionally larger number of these potential visitors from the local area.
- **Kaleidoscope Creativity** are ethnically diverse, inner-city dwellers who often live in local authority housing close to a lot of cultural provision, but don't tend to engage, as low education, employment and income all act as barriers to access. Some do consider themselves 'arty' though, so community-led, local co-creation can be key to engagement, and culturally specific festivals, street arts, and live music, beyond the western mainstream and outside of traditional venues, all tend to be more popular.
- **Metroculturals** choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, engage more with the performing arts, and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture

Audience Spectrum segment	South East		London		Combined	
	Count	%	Count	%	Count	%
Kaleidoscope Creativity	203,000	3%	2,291,000	32%	2,494,000	17%
Metroculturals	107,000	1%	2,070,000	29%	2,177,000	15%
Commuterland Culturebuffs	1,670,000	22%	474,000	7%	2,144,000	15%
Experience Seekers	804,000	11%	1,060,000	15%	1,864,000	13%
Dormitory Dependables	1,538,000	21%	564,000	8%	2,102,000	14%
Trips & Treats	1,104,000	15%	134,000	2%	1,238,000	9%
Home & Heritage	805,000	11%	149,000	2%	954,000	7%
Up Our Street	434,000	6%	73,000	1%	507,000	3%
Facebook Families	578,000	8%	234,000	3%	812,000	6%
Heydays	181,000	2%	44,000	1%	225,000	2%
Unclassified	82,000		49,000		131,000	
Adults 15+ estimate 2016	7,425,000		7,092,000		14,517,000	

Table 3: Summary of the Audience Finder data

**Metroculturals** choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, engage more with the performing arts, and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.

**London and the South East** have very different populations. Nationally, around half the total tickets bought in the Museums and Heritage section are from these same three groups – Dormitory Dependables, Trips and Treats, and Commuterland Culturebuffs. This suggests there are significant numbers of people within reach of Otford who are likely to be interested in heritage.

The “**Home and Heritage**” segment, despite the name, do not appear to engage particularly strongly with the Museums and Heritage sector. They buy 9% of all tickets in the South East (2% in London), but national data suggest they buy just 6% of Museums and Heritage sector tickets despite being around 10% of the population. Audience Finder suggests that limited access locally, low car usage, and a reluctance to travel, especially in the evening, probably mitigates against more active engagement.

“**Supported communities**” tend to have low cultural engagement, and may have poor health. They are 2% of the South East Population and buy 1% of tickets, and are even rarer in London. Nearly 15% of the “supported Communities” population lives in the South East or London.

Initially, the Trust intends to focus its marketing efforts on the top five groups:

- Kaleidoscope Creativity,
- Metroculturals,
- Commuterland Culturebuffs,

- Experience Seekers, and
- Dormitory Dependables.

However, we shall not lose sight of the remaining groups which make up a quarter of the potential audience.

## 12.5 How do we promote the “product?”

### 12.5.1 Strategic marketing

The Audience Development Plan sets out a number of strategic marketing channels to engage with the different segments.

Segment	Wider audience	Direct mailing	Local press	Reciprocal marketing
Commuterland Culturebuffs	Presentations on various aspects of the Palace; You tube channel; working with regional and national tourist bureaux; Blue guides	Build up loyal mailing list	Supporting local heritage	Reciprocal brochure. Joined up stories Joint ticketing. Darent Valley Card
Dormitory Dependables			Advertorials in lifestyle magazines	
Trips and Treats				
Home and Heritage			Weekly advertisements and editorial	
Kaleidoscope Creativity			Advertorials in lifestyle magazines	
Metroculturals			Build up loyal mailing list	

Table 4: Strategic marketing channels for priority segments

The audiences in the Darent Valley are relatively easy to reach through

- Presentations to local historical and civic societies, U3A, etc
- The Sevenoaks District Council magazine InShape which is delivered to every household in the district
- Local monthly advertising periodicals such as The Net and Sevenoaks Signal and Town and Country with a broader circulation of some 30,000 residents; parish newsletters etc.

The potential audience in South-East London, the wider South-East of England and further afield is a little more difficult.

The Trust will:

- Work with regional and national tourist organisation such as:
  - Visit Sevenoaks (<https://visitsevenoaks.co.uk/>),
  - Visit Kent (<https://www.visitkent.co.uk/>),
  - Visit Britain (<https://www.visitbritain.com/en>).

The aim will be to ensure that their websites and marketing material includes an up-to-date listing for the Palace.



- b. Provide familiarisation visits for Blue and Green guides based on the South-East of England (<https://southeastbestguides.org/>)
- c. Establish a Brown tourist attraction signposting to the site
- d. Work with Visit Sevenoaks to explore joint ticketing arrangements across the District.
- e. Write issue public relations material and place advertorial material in lifestyle magazines such as:
  - Inside Kent ([www.insidekentmagazine.co.uk](http://www.insidekentmagazine.co.uk)),
  - Kent Life,
  - Wealden Times (<http://wealdentimes.co.uk/>),
  - The London Magazine (<https://www.chelseamagazines.com/london-magazine/>),
  - Absolutely London (<https://absolutelymagazines.com/london/>),
  - Country Living (<https://www.countryliving.com/uk/>),
  - Other magazines servicing London and the South-East.

In addition to extolling the Archbishops Palace as a tourist attraction. the materials will direct potential visitors to the Palace website and Facebook page (and other online media as they are activated) where they can get further information.

## 12.6 The Darent Valley card

We see a mutual benefit for all of the visitor sites in the Darent Valley for 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 14: 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 is inappropriate at this stage in the project.

## 12.7 Timing

The timing of the strategic marketing depends on the progress of the main delivery phase. Until the interpretation centre is operational there is relatively little for visitors to see. The aim will be to prepare the marketing materials about six months prior to opening so that the marketing can coincide with the first two-three months of operations.

## 12.8 Tactical marketing

Marketing sector	Social media	Direct mailing	Local press	Reciprocal marketing
Commuterland Culturebuffs		Involvement as volunteers		
Dormitory Dependables	Local social sites – Facebook and Nextdoor	Newsletters featuring specific events	Advertorials on key events	
Trips and Treats		Targeted newsletters		School partnerships
Home and Heritage	Local social sites – Facebook and Nextdoor	Posters		
Kaleidoscope Creativity			Free events (eg guided environmental tours) as taster for closer involvement	Partnership with local groups, eg u3a.
Metroculturals	Interactive social media activities (eg, quizzes)	Segmented mailing list – Friends of Otford Palace	Advertorials Online exhibitions and collection catalogue	

Table 5: Tactical marketing channels

## 12.9 Methodology

### 12.9.1 Offline

- a. *Public relations*: Production and despatch of press releases to the media including all printed media outlets, radio and television broadcasters.
- b. *Newsletters*: The trust has already determined a successful format for a newsletter printed in full colour and distributed through many local channels. This has also been distributed to good effect online as a pdf file via our website, email and Facebook.
- c. *Paid advertising in printed media*.
- d. *Posters and display material*: Distributed as appropriate promoting the various events through retail agreements and other outlets.

### 12.9.2 Online

#### *The Otford Palace website*

The website will be the primary repository of information for the project. It will be pointed to by all social media formats so there is a fully coordinated facility to all users.

## CONFIDENTIAL

To optimise the site listing we need to be aware of the Google search engine refresh algorithms especially where we are publishing news with a short lead in time for response. There are specific processes to enable the web site URL to achieve a high listing in the charts.

### *Blog*

The use of a Blog in a museum/interpretation centre context, serves as a dynamic platform to share in-depth information, behind the scenes insights and engaging stories related to exhibits and artefacts and the centre's mission. It enhances visitor engagement by providing a digital space for educational content, event announcements and interactive discussions. The blog can also feature curator perspectives, historical context and updates on ongoing activities, creating a valuable online extension of the centre's experience.

The Blog will potentially offer a showcase to the many historians and historical writers to feature their work and contribute pieces. We already have established a relationship with the Author Alison Weir.

### *Email*

Email is a valuable additional tool for facilitating communications with visitors, promoting events and providing educational resources. It will enable the organisation to engage with the target audience, share updates and assist in building a community of patrons and patronage interested in cultural and historical content. Additionally, email allows for personalised communication, such as targeted newsletters or exclusive invitations augmenting the overall visitor experience and nurturing a sense of connection.

### *Social media channels*

For a small organisation with limited resources, we will need to give careful consideration as to how to make the most of social media channels. We will need to be clear on where and who our audience is and focus on the channels that will work best for us.

We will register our name on all social media channels as a protective measure and to reserve for future use as our activity expands.

We have taken part in training sessions with the Heritage Trust Network and are looking to utilise their Digital Hero programme to establish our online protocols and set frameworks in place.

### *Facebook*

With more than 2.9 billion users as of January 2023 according to online reference library DataReportal, Facebook is a social media juggernaut. It is the main driver of clicks to websites across all sectors and has wide coverage of many of the audience sectors we will reach.

Facebook has a rigorous algorithm when publishers post at certain frequencies, whether too often or not often enough, the posts do not display as often in the news feed, causing them to miss out on reach and traffic. The top tips that experts give are:

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- a. Reserve the best and most engaging content for this platform and aim to post one to three times a week. Expertise in taking a subject and condensing it down to short succinct posts.
- b. Don't just do marketing posts; mix in interesting stories and facts that relate to our Collection and its specialism. Humour always works well.
- c. Invite people to give an opinion and to contribute – anything in the process we would need to keep a close eye on comments for customer service enquiries and complaints, as well as monitoring the Facebook reviews.
- d. We should make full use of Facebook Events and if using Instagram, cross - post the stories to Facebook.
- e. We should look at how to share stories from our collection and events with relevant Facebook Groups as well ensuring that it is accepted in the group rules and that it is a true engagement with the community rather than using it purely to place links with engaging content.
- f. Facebook and Instagram are also the most effective places for our social media advertising all of which can be coordinated from Meta Business Suite.

### *X (formerly Twitter)*

This channel is fluctuating in importance. In December 2022 it had more than 368 million active worldwide users but due to various political issues it has been losing followers. However, it has long been popular with the museum sector. For much of its purpose it has been embraced as a discussion space via Twitter chats such as #MuseumHour.

Twitter threads – where a thread reel emoji is used to indicate you have created several posts in a row are also a good way to tell longer stories that have lots of information (noting that Twitter has a 280-character limit).

Monitoring trending events and responding quickly is especially important on Twitter so the reliance on a dedicated expert volunteer or paid for consultant is probably part of the equation a Twitter site can become a “labour of love.”

The top tips from experts are:

- a. Less is more.
- b. Expertise in taking a subject and condensing it down to short succinct posts.
- c. Always bear in mind the thought “why should someone stop scrolling for this as the copy is created.
- d. If something goes viral, find a way to call back and reuse it perhaps reformatted to it so that it appeals to new followers.

### *TikTok*

This channel has a billion users worldwide and is a video sharing app where users can create, post and share short-form video. In January 2023 data research indicates that nearly 40% of its users were aged 18-24 with a female bias. However, it has recently encountered political problems and may be banned in the USA. It is unclear whether other countries will follow suit.

Here again are the top tips suggested by industry professionals:

- a. Be aware of what is trending and choose to interact appropriately.
- b. Know what works for us, find topics that would create an engaging short video put in a link to the main web site or other social media channels.

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- c. Develop a brand personality.

### *Instagram*

A powerful platform for marketing offering various features to engage with audiences, the key points here are;

- a. Visual content; it is primarily a visual platform making it ideal for showcasing through high quality images and videos.
- b. Profile optimisation; It can help to create a “business” profile using a recognisable profile picture, a concise bio, and a link to our website. We should use a consistent brand aesthetic.
- c. Content strategy should be carefully planned and share material that aligns with our brand. Utilising a mix of photos, behind the scenes glimpses, user generated content and general promotional material.
- d. Hashtags; We would need to use relevant hashtags that are popular to increase our discoverability. We should create a branded hashtag to encourage user-generated content and community engagement.
- e. Instagram stories; it is advised that one should lever stories for temporary content including promotions and features such as quizzes and countdowns for events.
- f. IGTV (Instagram TV); with this facility we could share longer-form videos to showcase in-depth content, tutorials and specific content related episodes. This method would enable videos taking up to an hour long.
- g. Paid advertising; Instagram ads allow you to target specific demographics, and interests. There are various formats from which to choose, including photo ads, video ads, carousel ads and story ads.
- h. Engagement and Interaction; as with all online marketing, especially with the faster moving social media channels; response and interaction are vital to maintain the investment in time and resources. Building a community fosters loyalty and enhances the brand image.
- i. Analytics; to obtain the optimum return it is important to regularly analyse Instagram insights to understand the audience, track performance and adjust strategy for content and engagement.

### *LinkedIn*

Experimenting with this online outlet has surprisingly shown us the value of connecting with historians, authors, other like-minded establishments. A recent post generated over 2000 impacts and significant likes.

### *You Tube*

This is a powerful marketing platform due to its extensive reach and engagement. With over 2 billion logged-in monthly users it provides a vast potential audience. Video content allows for a dynamic and visually appealing way to convey messages and hooks to a potential visitor audience. It makes for effective storytelling and more engaging ways of delivering a story. In addition, YouTube’s search functionality and integration with Google enhance discoverability, while features like comments and shares facilitate interaction encouraging a sense of community around the subject or in marketing terms – the brand. This combination of reach, engagement and interactive features makes the channel a valuable tool for building awareness and connecting with a diverse audience.

## **12.10 How we will retain interest**

The Trust wants visitors to come again in the future, and tell their friends and family that they enjoyed their visit. Beyond that, they will be given information (in the feedback questionnaire and on the website) on the opportunities for volunteering and for donating to the work of the Trust.

The Trust will:

- Capture visitor information for onward marketing (online based),
- Create visitor links with other sites, build a network of interrelated visits,
- Create a membership package with onward communications such as offers and newsletters

## **12.11 Post visit – aftersales**

### 12.11.1 Retail

The Trust has an online shop selling a number of books about The Palace, Otford and the Darent Valley. We also sell jigsaws and notelets, again specific to Otford and the Darent Valley. A recent addition has been paperweights comprised of medieval pottery shards mounted on acrylic base. These are shards that have been excavated in and around Otford but are not sufficiently significant to be accessioned into the Heritage Collection. Each comes with a certificate describing the find, when and where it was found.

There are opportunities to develop the range of books and collectibles:

- The story of the Horseshoe,
- The Story of Becket's Well (Video),
- The Story of the Papal Bulls,
- A young person's story (Print),
- The hypocast slave from Castle Farm Villa,
- The Otford Chronicles, a series of novelettes based around the Tudor period, characters and the people who lived and worked at the palace and in local area.
- Jack Cade and the battle of 1450.
- Sevenoaks as an international centre: material on Holbein, Campeggio etc.,
- Cast models from the artefact collection in archives and Heritage Collection.

### 12.11.2 Invitations to sponsor

The Trust will explore a number of opportunities for sponsorship:

- Sponsor a brick or part of the site,
- Certificates, Charters, mediaeval manuscript-based design for individuals and corporates,
- Sponsor or create specific items such as podcasts, films, stories.

### 12.11.3 Establishing a programme of exhibitions

There will be a revolving programme of exhibitions in the Interpretation Centre and the Gatehouse. Subject to flexible use of space we intend to hold a range of exhibitions over the coming years, all connected with the Valley. There will be a wealth of fascinating material for enquiry and discovery at this new Centre. There are manifold

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opportunities for one-off exhibitions, promoted and introduced by specialist speakers. Themes at present under consideration include:

- a. *The Tudor years*; William Warham, Henry VIII, Erasmus, Holbein, Thomas Moore and the English Prayer Book encapsulated in a series - *Tales of the Tower*. A further series of stories or vignettes as seen from the viewpoint of the gatekeeper. Content for these is currently under research and preparation.
- b. *What are we made of*; A geological understanding of how the great Weald was first formed, the origin of chalk, the effects of erosion and the creation of flints.
- c. *The Valley of Visions*; Occasional exhibitions, in association with the Ashmolean Museum of Oxford, of selected work and paintings by Shoreham artist, Samuel Palmer.
- d. *Understanding the Grasslands*; The geology, biology and ornithology of the protected grassland areas which range the valley sides.
- e. *Paper*; The earliest paper made in England was milled on the Darent during the reign of Elizabeth I. The Darent paper mills once produced all British paper money. The first continuous paper-making machine went into operation on this river.
- f. *Romans in the Valley*; The valley contained Roman villas, bath houses and granaries almost every 1.5 kilometres along its length. The latest discovery, Otford's Church Field villa lies a matter of metres away from the Archbishop's Palace and much of its tesserae and foundations were used in building the medieval manor

### 12.11.4 Augmented reality

In the future we propose to develop an augmented reality (AR) application for mobile phones (iPhone and Android) that will superimpose a computer-generated image of what the Palace may have looked like, on the user's view of the Palace site as it is now, thus providing a composite view. AR is now an established technology and the development costs and the project risks are falling rapidly.

### 12.11.5 Keeping in touch virtually

Full use will be made of the online potential through the availability of online virtual tours which the research work for content is currently under way. Added to this will be the availability of access to our Collection stock through a subscription system.

### 12.11.6 InfoPoint – Tales of the Tower

The lack of physical remains is a challenge for interpreting the site for visitors. Until the Interpretation Centre is open visitors are usually bereft of information. If we provide too little information, or information in an indigestible form then the visitor is not inspired by the rich history of the site. If we provide too much pre-visit information (via the website) some visitors may conclude they do not need to visit at all!

We have identified InfoPoint as an ideal solution that is accessible on visitor's own smartphones onsite, but not more widely, so that we can tell our stories in a variety of

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media relevant to where the visitor is at any given time. Visitors connect their phones using a QR code and follow a layered self-guided tour of the site, with the ability to engage with videos, audio, text, images, interactive games and even 3D models (appealing to people's different learning styles) without the need for downloads, logins or data use. Importantly, we will be able to manage the content ourselves.

We have identified ten discrete key storytelling points that we can use to convey over 1200 years of history that include the:

- a. The Archbishop's story,
- b. The Pilgrim's story,
- c. The Porter's story,
- d. The Steward's story,
- e. The Sone Mason's story,
- f. The story of the Flat Pack Palace,
- g. Cranmer and Book of Common Prayer,
- h. The Nightingale's story,
- i. The Architect's story,
- j. The Trust's vision.

Each of these stories will bring in important facts from the long history of the Palace.

### **12.12 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.

### **12.13 Educational outreach – Darent Valley Takeaway**

The Trust is developing an outreach programme for local school and libraries providing resources and speakers to support improved understanding of the heritage of the Darent Valley. Sections of the Otford Heritage Collection (formerly held by the Otford Heritage Centre) will be curated as stand-alone collections and made available on loan to schools and libraries in the Darent Valley and the neighbouring areas, with particular attention to the London Boroughs that would derive the most benefit for these resources.

### **12.14 Visitor relations management**

The Trust uses MailChimp to manage the mailing list. It is registered with the Information Commissioner's Office (registration no: ZA754952). It will purchase a subscription for a higher tier so that it can access the more advanced MailChimp CRM features. This will enable us to manage:

- Enquiries from potential visitors
- Relevant detail from actual visitors
- Relevant details from online shop purchases
- Potential and actual donors





## **13. Planning for the future**

### **13.1 Future developments**

At present, the buildings and the site are owned by SDC and leased to the Trust. The buildings 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.

Sevenoaks District Council has raised the possibility of transferring the ownership of the site and buildings to the Trust. The implication of this will need to be considered carefully.

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!

### **13.2 Board of trustees**

The Trust was founded with five Trustees and currently has nine. From time to time the Board appoints additional Trustees who bring other experience and competencies to the direction of the Trust.

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.

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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

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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):***

21<sup>st</sup> 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;

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- (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;

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- (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

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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;

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(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.



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### 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:

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- (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

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(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

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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

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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.

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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:

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- (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:

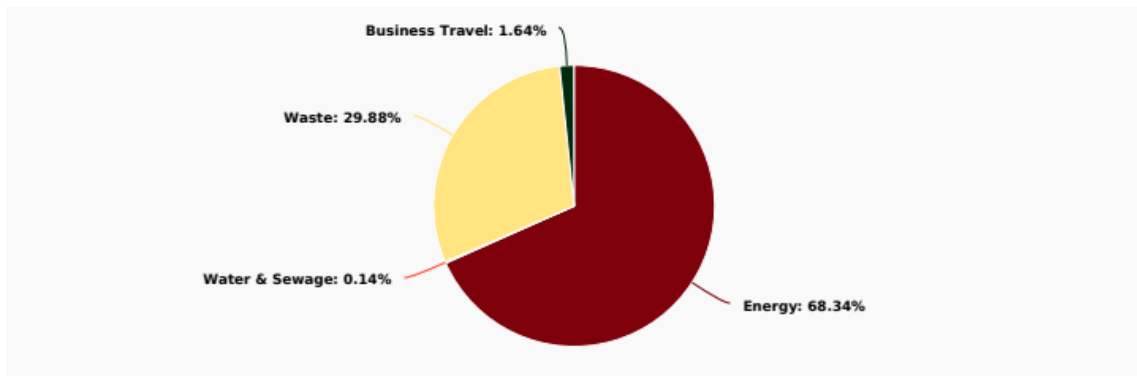
## Appendix B The Trust’s Carbon Footprint

### 1. The first snapshot

We have calculated the Trust’s Carbon Footprint for the year ending 30<sup>th</sup> June 2023 using the tools from Julie’s Bicycle website approved by the Arts Council <sup>3</sup>. This snapshot covers:

- The NW Tower
- The Gatehouse
- The Project Office in Chantry Cottage

The results indicate that the Trust generates about 1 tonne of carbon dioxide equivalent (CO<sub>2</sub>e).



This table presents your organisation’s environmental impacts in Consumption and Carbon Dioxide Equivalent (CO<sub>2</sub>e) terms.

IMPACT	CONSUMPTION	CARBON
Energy		801 kg CO <sub>2</sub> e
Water & Sewage	8 m <sup>3</sup>	2 kg CO <sub>2</sub> e
Waste	1 tonnes	350 kg CO <sub>2</sub> e
Business Travel	160 km	19 kg CO <sub>2</sub> e
	Emissions Total	1 tonnes CO <sub>2</sub> e

Figure 15: The total APCT carbon footprint for y/w June 2023

As might be expected at the current stage of the project, the majority of the emissions come from the Project Office, predominantly from energy for the IT equipment. The calculations assume that the equipment is running for 2000 hours each year which is probably pessimistic, given that the lights are turned off when the office is not occupied, and the IT equipment is Energy Star compliant.

<sup>3</sup> <https://juliesbicycle.com/our-work/creative-green/creative-climate-tools/>





This table presents your organisation's environmental impacts in Carbon Dioxide Equivalent (CO<sub>2</sub>e).

FOOTPRINT	TOTAL
Chantry Cottage	786 kg CO <sub>2</sub> e
Gatehouse	35 kg CO <sub>2</sub> e
NW Tower	351 kg CO <sub>2</sub> e

*Figure 16: Emission by site for y/e June 2023*

Much of the Project Office work involves emails and using the figures from the Carbon Literacy Project <sup>4</sup> these contribute another 114Kg of CO<sub>2</sub>e, bringing the office contribution to 900kg. It is difficult to see how this figure can be reduced significantly without impacting on the operation of the project.

The carbon footprint of the NW Tower is almost entirely due to the disposal of waste from the stabilisation works which are estimated to be 1.5 cubic metres per year. This will appear in the figures for next year but there will then be a period when no work is being carried out and therefore no waste generated.

As shown in Figure 2, the carbon footprint of the Gatehouse is negligible. It should also be noted that neither the Tower nor the Gatehouse are heated, and there is minimal electrical power use.

These figures are for the Trust alone, and do not take into account emissions from the procurement of building materials and our contractors. The principal contractor is a Carbon Neutral Organisation (see §2.4 below).

## **2. Offsets**

The Trust is fortunate that its lease includes Palace Field and the Paddock (the site of the South-East Tower). This area of 1.6 Ha encompasses about 10,000m<sup>2</sup> of grass and an environmental area which is managed for diversity. There are about 20 mature trees and many more saplings.

A typical tree can absorb around 21 kilograms of carbon dioxide (CO<sub>2</sub>) per year. However, this figure is only achieved when the tree is fully grown: saplings will absorb significantly less than this. Based on these figures, the trees on Palace Field could

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<sup>4</sup> <https://carbonliteracy.com/the-carbon-cost-of-an-email/>

sequester about 0.5 Tonnes of CO<sub>2</sub> each year.

The estimates for the annual carbon sequestration of grass range from 0.24 tonnes to 2.7 tonnes. It appears to depend on how the grassland is managed and what treatments are applied. If we assume 1.5 Tonnes/hectare, then the grassed areas of Palace Field could sequester 1.5 tonnes per year. The total for the area would then be 2 tonnes/year. Carbon absorption will be increased as the hedgerow planted in late 2022 grows to maturity.

The Trust intends to plant additional trees in the environmental area and the Heritage Orchard will be extended. Different trees vary in their absorption potential but we are constrained in our planting to species that are indigenous to the Darent Valley. Careful selection of suitable trees will be required.

### **3. The future**

This is the first snapshot of our carbon footprint and we will be revisiting the data each year, with the aim of monitoring our progress to net zero.

We shall also be adding data to evaluate the carbon footprint of events such as the May Day celebrations and the Christmas Grotto held in the Tower.

To support of aim of reducing the footprint as much as possible, the Trust's environmental policy sets out a number of steps to minimise waste and emissions.

#### **3.1 The Tower**

Subject to consent from Historic England, the Trust intends to:

- a. Ensure that the new roof is adequately insulated to prevent heat loss,
- b. Install secondary double glazing to the windows in the North-West Tower
- c. Install photo-voltaic cells on the roof to generate electricity for the interpretation centre, and the educational study centre in the Gatehouse, with excess electricity being stored in a battery
- d. Employ water harvesting from the roof of the Tower and the extension to provide grey water for toilets etc.
- e. Use primary double glazing for the windows in the new extension

#### **3.2 The Gatehouse**

Subject to consent from Historic England, the Trust intends to prevent heat loss by:

- a. Installing double doors to the main entrance
- b. Installing adequate insulation in the walls and roof space
- c. Installing secondary double glazing to the windows in the buildings

Water usage will be minimised by using grey water in the toilets obtained from the water harvesting system.

#### **3.3 The Office**

- a. Equipment in the office will be Energy Star compliant and will be turned off when unused for any length of time (eg, overnight)

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- b. Heating will be thermostatically controlled at 18C.
- c. Lighting will be turned off when the office is unoccupied.
- d. Wherever possible, documents will be held electronically and only printed when necessary. Double sided printing will be used.
- e. Paper and other office consumables (eg, printer cartridges) will be recycled.

The Trust's constitution permits the use of teleconferencing (eg, Zoom) for its meetings. This reduces travel and the associated carbon emissions.

### 3.4 Restoration works

- a. Contractors working on the restoration will be encouraged to comply with the Scope Guidelines to minimise their carbon footprint (see Appendix A).
- b. Where possible, local contractors will be used, to minimise emissions from travel to and from the site.
- c. Where possible, materials (eg, timber, stone and bricks) will be sourced locally so as to minimise transport-related emissions.
- d. Timber will be obtained from sustainable sources.
- e. Contractors will be instructed not to discharge any waste into, or near to the stream and will be advised that it is environmentally sensitive.
- f. Volatile organic compounds will only be used where there is no practical substitute.

### 3.5 Operations

- a. Displays in the Interpretation Centre will be designed to use the minimum of electricity.
- b. Electronic equipment (eg, the photogrammetry facility) will be Energy Star compliant and will be turned off when not in use.
- c. Retail equipment (eg, the till) will be selected for energy efficiency and will be turned off when the centre is closed.
- d. When temporary displays are no longer required, the materials will be recycled.
- e. The Trust does not intend to operate a café although it may install a drinks machine. Cups for the machine will be selected so that they can be recycled and will be collected in a clearly marked recycling bin.

### 3.6 Events

- a. Events using Palace Field will be planned with careful consideration to minimise their environmental impact.
- b. Where events are organised by third parties, the responsible organisation will be asked to take environmental issues into consideration.
- c. Events will be subject to the same monitoring and review as other Trust operations.

### 3.7 Visitors

- a. .
- b.**