A Summary September 2020

CONTENTS

- 02 FOREWORD
- O3 INTRODUCTION
- 04 OUR PLANS FOR KINGSWOOD
- 05 KEY HEADLINES
- 07 HIGHLIGHTS
- 09 THE MASTERPLAN
- 13 SUSTAINABILITY
- 15 COMMITMENTS
- 17 PRECEDENTS
- 23 OUR PLACE TEAM

FOREWORD

We currently face unprecedented challenges as well as opportunities to reset the way we live, work and are educated for the future. Kingswood is a deliberate response to the need to protect our planet, provide opportunities for employment and education, create a healthy, sustainable and walkable new place, and to create a sense of identity and belonging for generations of today and the future.

We cannot add unsustainable sprawl to our existing settlements; nowhere places that are parasitic and destroy local identity as well as overburden existing infrastructure. We want new places of opportunity and beauty; places that we can take pride in and where nature is stitched into the heart of day to day life. We want places were mixed communities flourish, where young and old have agency and where local identity is celebrated. Kingswood has been painstakingly designed as just such a place and will be a national exemplar of how to respond to the challenges of our times in a life-affirming and responsible manner.

Our Place was established to build on many decades of experience of championing and delivering sustainable new places. Kingswood is a golden opportunity to make a commitment of legacy and hope for the future.

We can reset the way we do things; indeed we must.

DOMINIC RICHARDS

Chair and Founder, Our Place



INTRODUCTION

Kingswood will be a model new community in West Sussex, a small healthy town fit for the twenty-first century. Planned according to sound urbanist principles, Kingswood will reflect the very best of Sussex, bringing together homes with businesses, enterprises and entrepreneurs in a vibrant and sustainable new community built to last. The new community will grow steadily over the next 20 to 25 years, according to a carefully laid masterplan. The site is well positioned, served by transport infrastructure, close to the South Downs National Park, and within reach of the south coast.

In planning a new settlement at Kingswood, Our Place has sought to engage with this tradition, to create a new town with a distinct identity, at once traditional in its planning and something entirely new. A rebuttal to the repetitive suburbs and drab housing estates built in this country in recent decades, Kingswood will be a proper town, a place where people want to live, and one that will be built to last.

Learning from the past while using the very best contemporary building methods and planning practice, the proposal for Kingswood has been carefully prepared over a period of years. The result is a vision and a masterplan which, we hope, will result in a new Sussex town that the county can be proud of.

Not simply about building houses, Kingswood will have the amenities and infrastructure necessary to serve its residents and the wider area for generations to come. It will be a place that looks to the future and enables people to lead sustainable lifestyles. There will be schools, a town centre, places to work and to relax outdoors.

To support this, Our Place is following a strategy that evaluates progress over the long-term – it is driven by the success of the project as a whole, not simply the short-term returns that other housebuilders might be chasing. As the master developer, Our Place will bring with it the vision, cohesion and consistency necessary to deliver Kingswood.

OUR PLANS FOR KINGSWOOD

Our Place was founded to create enlightened and sustainable places that respond to the national housing crisis and the need for new kinds of commercial spaces, respect local identity and have nature and place creation at their heart.

The idea of Kingswood has been driven by a desire to build a beautiful and sustainable new community for all ages, with schools, surgeries and jobs, all within walking distance of where people live. Our goal is to create a successful, appropriate blend of homes, amenities and workspaces in a beautiful natural setting. A place that will foster a sense of belonging and pride.

Our Place is working with Horsham District Council to deliver Kingswood – an exemplary small Sussex town fit for the 21st Century.



KEY HEADLINES



THREE NEIGHBOURHOODS

Three neighbourhoods, with a mix of commercial, retail, leisure and community spaces.



TOWN CENTRE

The vibrant new neighbourhoods are anchored by a town centre.



UP TO 2,850 HOMES

Up To 2,850 homes built for the needs of all generations.



35% AFFORDABLE HOMES

35% of all homes built will be affordable homes.



HEALTHCARE CENTRE

One new healthcare centre will serve the area.



2 NEW SCHOOLS

Two new schools, one primary school and one all-through school.



GREEN SPACE & WOODLAND

41.5 hectares of open, informal natural green space and woodland.



PARKLAND

9 hectares of parks and functional green space.



MASTER DEVELOPER

Our Place is the master developer and principal landowner for the project.



ALLOTMENTS

Creating 0.7 hectares of community allotments and 1.5 hectares of public orchards.



BIODIVERSITY

15% biodiversity net gain across the site.



HOTEL WITH SPA & EVENTS

Hotel with spa, events and leisure facilities.

HIGHLIGHTS

OUALITY OF PRODUCT AND PLACEMAKING

Our vision for Kingswood is as a small healthy Sussex town fit for the 21st century. It will provide a liveable blend of amenities, workspaces and homes in a beautiful natural setting. The diverse and sustainable masterplan includes circa 2,850 homes, the provision of one job per new home, two new schools including a secondary school, an attractive town centre and three neighbourhood centres, healthcare provision, community amenities, and a range of accessible open spaces.

The vision for Kingswood is rooted in the principles of sustainable development, providing homes and jobs in a high-quality environment where walking and cycling to daily requirements is the norm. The new town will have two aspects, being at once grounded in the tried and tested principles of traditional urban planning, whilst looking forward to adopt sustainable new technologies to promote strategies for healthy living.

SUSTAINABILITY

Our Place has been established as a sustainable placemaker and it is committed to creating an exemplary settlement at Kingswood. Our masterplan has sustainability at its heart, from the layout of the new settlement to design principles for individual buildings; from the way we envisage people will move around Kingswood without relying on motorcars, to our plan for green and open spaces.

Our approach to sustainability explains how we will comply with emerging Policies 37 (Climate Change), 38 (Appropriate Energy Use) and 39 (Sustainable Design and Construction). We will be net zero carbon ready by 2025, we are committed to working collaboratively with partners and stakeholders to achieve water neutrality and there will be no gas boilers on site. As master developer we will require building partners to meet our sustainability standards and we will challenge them and ourselves to go further.

BIODIVERSITY NET GAIN

Our Place will achieve a minimum of 15% biodiversity net gain at Kingswood and will seek to improve on that figure through the development of the masterplan.

HOUSING MIX AND AFFORDABLE HOUSING

The mix of homes at Kingswood will meet the needs of Horsham District Council as set out in its Strategic Housing Market Assessment. The range of unit types and sizes, plus the delivery of a retirement village, will meet the needs of all demographics and ages, with plots made available for self- and custom-build housing Our proposed unit mix demonstrates that we intend to deliver a significant proportion of smaller homes.

35% of homes will be affordable, adopting the housing mix set out in HDC's Planning Obligations and Affordable Housing Supplementary Planning Document.

SETTLEMENT COALESCENCE

The relationship between Kingswood, the surrounding rural landscape and other nearby settlements has been carefully considered. Due to its scale and character, we have demonstrated that Kingswood has the potential to be developed without significantly reducing the perception of openness within the rural landscape between nearby settlements. This will be achieved with the significant retention and proposed enhancement of existing site vegetation, new green infrastructure including tree-lined streets, urban design and location of new buildings.

We have paid particular attention to the relationship with Adversane, presenting different options for development in the portion of the site closest to Adversane which each seek to reduce and mitigate any potential impact.

SUSTAINABLE AND HEALTHY TRANSPORT MODES

The sustainable principles that have guided the development of the masterplan include a commitment to reduce reliance on private vehicles as a mode of transport, instead promoting alternative means of travel or indeed less travel. Kingswood is very permeable, high levels of trip internalisation are promoted and a comprehensive infrastructure plan has been developed to ensure the impact on surrounding transport infrastructure is properly managed. In addition to the potential railway station, we are proposing a variety of methods to enable residents to make sustainable transport choices including a MaaS platform, EV charging points for every home, micro-mobility options including ebikes, scooters and docked and undocked bikes.

MIX OF USES

Kingswood will be a sustainable and vibrant new settlement. We are targeting the provision of one job per dwelling, distributed across Kingswood. Community buildings include a through school (2FE primary plus 6FE secondary), a second 2FE primary school, nursery and SEN provision, a hotel, a health centre, and a library, community and civic hall. Allotments and green spaces for sports, recreation and leisure are provided.

ARCHAEOLOGY

Due care and attention has been paid to the potential for archaeological remains across the site, including a geophysical site survey and other site evaluation. Evaluative trenching will be undertaken as necessary as the project develops, and at this stage well-preserved evidence of a significance which would warrant preservation in situ is not expected.

GYPSY AND TRAVELLER SITE

Our Place is committed to ensure the delivery of a Gypsy and Traveller site. We have prepared an option plan for a 15-pitch site which demonstrates how we can accommodate this on site. We will continue to discuss this matter with HDC.

The benefits of the Kingswood development will be shared across the District. The new secondary school will provide much-needed capacity for school places, and the leisure facilities and health centre will be used by residents of Kingswood and nearby settlements alike. More broadly, improvements to public transport will help to connect the local region in a sustainable manner. The people who live at Kingswood will be a new market which will provide opportunities for existing local businesses to grow and flourish, while the new town centre will have a local catchment thereby complementing and not competing with Pulborough and Billingshurst.

LONG TERM MANAGEMENT. AND COMMUNITY OWNERSHIP OF NEW FACILITIES

Our Place will establish the Kingswood Legacy Trust, a community interest company and the stewardship vehicle to manage many aspects of the new settlement over the long term. It will have a clear mandate to promote sustainable lifestyles, support the growth of the local economy, and nurture community development.

SOCIAL CAPITAL / VALUE

Our Place's commitment to responsible design, partnerships with local builders, new employment opportunities, education provision and long-term stewardship and community building will create the conditions for social capital to build at each stage of development and long into the future.

LONG TERM DELIVERY

Our Place has controlled the promotion of the site and funded all the work from the outset. This submission is based on Our Place continuing to promote and develop the planning application including a detailed first phase. Our Place will then fund and take responsibility for the infrastructure provision. Our Place may market the first phase for which it has permission or enter into a JV with a high-quality local builder, that is committed to placemaking principles. Any building partners would be chosen on the basis they are able to deliver a style and quality commensurate with the information espoused in this document including early commercial and community uses.

BETTERMENT FOR EXISTING RESIDENTS











THE MASTERPLAN

The masterplan sets out how Kingswood will be built, phase by phase, and organises the key elements of the nascent town; the buildings and other structures; the street networks; and open spaces and landscape areas.

The masterplan has been developed to ensure deliverability in line with Horsham District Council's requirements and informed by:

- A comprehensive understanding of the site and a thorough assessment of the suitability of this land for development;
- A clear vision to deliver a sustainable settlement informed by best-practice placemaking principles, incorporating the key characteristics that distinguish successful Sussex communities;
- Our Place's ambition to create an exemplary new settlement, where people will be proud to live;

- Detailed technical analysis and response to constraints such as transport, ecology, landscape, infrastructure, heritage and archaeology; and
- A solid understanding of how to construct and deliver successful places, an appreciation of the housing market, and the practicalities of establishing a new community.

KEY COMPONENTS OF THE MASTERPLAN



RESIDENTIAL CHARACTER AREAS

Kingswood will have a variety of neighbourhoods with different house types, based upon existing landscape qualities and other contextual cues.

SOCIAL AND COMMUNITY USES (1&2)

A through school, comprising a two form-entry primary school a six form-entry secondary school, will be built in the first phases of the development, with a second two form-entry primary school built later. Healthcare, leisure and community facilities will also be provided, making for a vibrant and social atmosphere.

ACCESS (3)

Kingswood will be connected via an upgraded junction to the A29, and the construction of a new bridge over the Arun Valley railway line will knit the site together. Further upgrades on the B2133 will connect the site to the existing road network. Other sustainable links will also be facilitated such as walking/cycling corridors to public transport.

ALLOTMENTS (4)

 $0.75\ hectares\ of\ all otments\ and\ 1.5\ hectares\ of\ orchard\ are\ planned,$ available to members of the Kingswood community.

SUSTAINABLE MOVEMENT STRATEGY (5)

An interconnected green network of pedestrian, cycle and vehicular routes drawing from traditional street hierarchies, linked to existing infrastructure and encouraging sustainable transport choices.

RESIDENTIAL

There will be about 2,850 dwellings at Kingswood, of a range of types, sizes and tenures.

GREEN SPACE

A variety of formal and informal open spaces, large and small, for sports, recreation, and passive enjoyment. In total, over 44 hectares of multi-functional green space are set out, including for sports, recreation, exercise and play.

TOWN CENTRE (6)

The Town Centre will be the heart of the Kingswood, providing places of work, shops, cafés, open public space and other uses.

NEIGHBOURHOOD CENTRES (7.8 & 9)

Three neighbourhood centres (7), (8) and (9), will be focal points for different neighbourhoods throughout the town, containing shops and workplaces to supplement those found in the town centre. The first neighbourhood centre (7) will be built in the first stage of development.

WOODLAND (10.11&12)

Existing mature woodland will be celebrated. Three pockets of ancient woodland will be retained, protected and made accessible to the public, while other wooded areas will provide wildlife corridors and public amenity across the site..

RETAIL AND EMPLOYMENT

Retail space will be focused in the town and neighbourhood centres, alongside commercial space for offices and other types of employment.

TRANSPORT (13)

In line with our aspiration to build a new station at Kingswood, land has been set aside adjacent to the Arun Valley railway.

SUSTAINABILITY

Our vision has sustainability at its heart from the layout of the new settlement to design principles for individual buildings; from the way we envisage people will move around Kingswood to our plan for green and open spaces.

As well as specific strategies to reduce the carbon emissions produced during Kingswood's whole lifecycle – from planning through to the operation and maintenance of buildings and infrastructure – we have prioritised flexibility. Although we can plan to minimise climate change and mitigate its expected impacts, there will be surprises along the way. Our masterplan will create a resilient new settlement capable of meeting these challenges.



SELF-SUSTAINING SETTLEMENT

Kingswood will be a self-sustaining new settlement: dense, walkable and vibrant.



TRANSPORT INFRASTRUCTURE

Public transport will knit the site together, and bring nearby settlements within easy reach.



TRANSPORT CHOICES

Transport infrastructure will prioritise sustainable choices, promoting walking and cycling wherever possible.



A MIX OF USES

Schools, shops, and places to work, eat and relax – will allow residents and workers to enjoy day-to-day activities on their doorsteps.



WALKABLE PROXIMITY

Almost every home will be within a ten-minute walk of the town square, and five minutes' from a neighbourhood centre.



IMPROVED HABITATS

Habitats and landscapes will be maintained and improved, increasing net biodiversity by at least 15%.



GREEN TECHNOLOGY

Smart technology will generate and manage green energy generated on site.



LIFETIME SUSTAINABILITY

Sustainable design and construction will reduce the carbon footprint of each building throughout its life.



A COMMUNITY TRUST

The Kingswood Legacy Trust, a community organisation will ensure our commitment to sustainability is upheld as Kingswood matures.

COMMITMENTS



SITE WIDE EV CHARGING

Rapid EV charging points throughout the town/neighbourhood centres.



ALL HOME EV CHARGING

EV charging points to all homes.



CENTRALISED DELIVERY HUB

Centralised delivery hub – last-mile delivery service by cargo bike.



NET ZERO CARBON READY DEVELOPMENT

Commitment to Zero Carbon



NO GAS BOILER

Commitment to no gas boilers onsite.



GREEN ROOFS

Flat roofs to be green-roofs on commercial and community buildings.



RENEWABLE ENERGY

Renewable energy technology deployed where possible.



ONSITE ENERGY STORAGE

Onsite energy storage using best in class commercial scale and domestic system.



COMBINED HEAT AND POWER

CHP for leisure and community facilities (e.g. spa/hotel, schools).



GREEN/RENEWABLE ENERGY

Commitment to working with green/renewable energy companies only.



MODULAR CONSTRUCTION

Homes constructed using MMC and modular construction techniques.



INTEGRATED PATH NETWORK

Internalisation – walkable neighbourhoods.

Integrated network of paths to encourage walking/running/
cycling/electric scooters/electric bikes.

PRECEDENTS

Britain is suffering from a housing crisis: decades of underbuilding has created a housing market characterised by scarcity, mediocrity and unreasonable expense. Although housebuilding in England recently reached a 30-year high (over 240,000 properties were added to the country's housing stock in 2018-19), there is a lot of catching up to do, and the quality of new homes does not tend to match the quantity delivered. Instead, much of the housebuilding that has occurred in recent years has been repetitive, basic and uninspiring, typically constructed by volume housebuilders to standard designs, commonly as extensions to existing towns. Despite this unwelcome reality, the dearth of alternatives means that even the most undistinguished developments will sell, and there is little incentive for volume builders to aspire to good design. The priority is to build swiftly and efficiently, then move on to the next project. So little has changed in recent years that the conclusions drawn in a public review of the housing sector in 2007, called the Callcutt Review of House Building Delivery, remains relevant and bears repeating:

'Housebuilders must build to meet regulatory and warranty standards. But in a market which does not offer a cost-effective return for higher quality, there is little incentive for them to go further; and many do not... if the best returns are to be achieved with little regard to quality beyond minimum standards, so be it'.

However, the tide is beginning to turn. Enthusiasm is growing in the UK for an alternative model of large-scale housing development, which embodies the principles of what can loosely be termed 'traditional urbanism'. These principles, adopted from the New Urbanism movement and adapted to the UK's current needs, reject monocultural and car-dependent suburban sprawl in favour of neighbourhood units characterised by higher-than-average densities, a mix of uses including housing, schools, shops and workplaces, green space networks and walkability.

Central to this approach is the principle that every new development should be planned to engage with its local context, whether this be through aesthetics, urban layout and design, scale and massing, or mix of uses. What works in one location will not necessary translate successfully to another.

Building new communities takes time, but the results of this new model are beginning to show in a small but growing number of new settlements being built around the country. The most famous of these perhaps is Poundbury, a 162-hectare development built on Duchy-of-Cornwall land adjacent to Dorchester, Dorset. Construction began in 1993, and Poundbury now has a population of about 3,800 living in about 1,700 homes. Poundbury has been a very successful experiment that has led the way in looking at how to deliver compact, mixed-use development which prioritises pedestrian movement. Key members of the team have been associated and led development at Poundbury over the past two decades. As a result of this, much has been learnt and Kingswood can stand on the shoulders of the development of Poundbury and improve on the outcomes for Kingswood as a result. Fundamentally, amongst the most successful elements of Poundbury have been the integration of pepper-potted social housing throughout the new settlement and the achievement of one job per house throughout the place. Poundbury is extremely popular with its residents and has paved the way for other UK sustainable places.

More recently, the Garden Communities programme has sought to suffuse the English planning system with better urbanism. The Garden Communities Prospectus, published in 2018, set out 23 projects with scope for up to 200,000 dwellings. 'We want to see vibrant, mixed-use, communities', the report stated, 'where people can live, work, and play for generations to come... Each will be holistically planned, self-sustaining, and characterful'.



POUNDBURY EXHIBITS A RANGE OF DIFFERENT
ARCHITECTURAL STYLES AND SCALES. AS THE ABOVE
IMAGES DEMONSTRATE, THE TOWN BOASTS A SIGNIFICANT
NUMBER OF BUILDINGS MADE IN A RESTRAINED MANNER,
WITH NODS TO TRADITIONAL DORSET DESIGN.

HOUSEBUILDERS MUST BUILD TO MEET REGULATORY
AND WARRANTY STANDARDS. BUT IN A MARKET WHICH
DOES NOT OFFER A COST-EFFECTIVE RETURN FOR HIGHER
QUALITY, THERE IS LITTLE INCENTIVE FOR THEM TO GO
FURTHER, AND MANY DO NOT... IF THE BEST RETURNS
ARE TO BE ACHIEVED WITH LITTLE REGARD TO
QUALITY BEYOND MINIMUM STANDARDS, SO BE IT.

Callcutt Review of House Building Delivery













THE DEVELOPMENT OF POUNDBURY HAS BEEN HIGHLY SUCCESSFUL. THE CONSTRUCTION OF THE NORTHERN QUADRANT IS CURRENTLY UNDERWAY. WHEN THIS IS COMPLETED IN THE MID 2020S, THE TOTAL POPULATION OF THE URBAN EXTENSION WILL REACH ABOUT 5,800.





AS WELL AS THEIR HOMES, RESIDENTS OF POUNDBURY ENJOY NUMEROUS AMENITIES AND COMMUNITY FACILITIES, INCLUDING A SIGNIFICANT RETAIL AND SERVICES SECTOR, SHOPS, RESTAURANTS AND CAFÉS, AND COMMUNITY OUTSIDE SPACE.







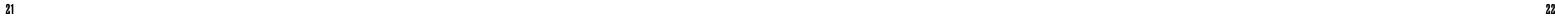


It is, though, in Scotland, that traditional urbanism has been embraced most emphatically within the British Isles. In 2008, the Scottish Government launched the Scottish Sustainable Communities Initiative (SSCI), incorporating traditional urbanist practice into the national planning agenda. The SSCI included a national call for projects: 68 submissions were received, of which 11 exemplars were chosen. Many of these are now under construction, including Tornagrain, a 4,960-home town east of Inverness, and Chapelton, a 4,045-home town near Aberdeen.

In each case, the first phases of these new towns are on site, with hundreds of units now built. Each scheme is different, planned in response to the local site and architectural traditions of each place, but they share a set of defining principles, which encapsulate traditional urbanism as a whole: they combine a mix of uses; they are pedestrian friendly; they elevate time-tested values of town making and spatial structure; and they are born of a plan-making process that promotes public participation.

It is still early days, and the built output of this nascent urbanist revival in Britain is relatively modest. Most new settlements, whether Garden Communities, SCCI projects or others, remain on the drawing board. However, the growing number of projects in this bent – Kingswood among them – demonstrate the increasing prevalence and mounting momentum of traditional urbanism in Britain.

Chapelton and Tornagrain are good precedents, and the development models for these places are the bedrock on which the business model for Our Place is founded.



OUR PLACE TEAM



DOMINIC RICHARDS - CHAIR

Co-Founder and Chair of Our Place, former Vice Chairman and Director of The Prince's Foundation. Dominic founded Our Place as a dynamic placemaker specialising in creating places that celebrate local identity, mixed uses, sustainable communities and walkable neighbourhoods.



EDWARD STRATTON - COMMERCIAL DIRECTOR

Responsible for all Our Place equity and debt funding solutions as well as new business. Structuring/legal, Edward has 15 years experience in corporate finance at Bank of America and Merrill Lynch. He has a strong track record for structuring and executing a wide range of large scale equity and debt transactions.



KATHERINE RODGERS - DEVELOPMENT DIRECTOR

Previously Development Director for Lendlease's International Quarter project Katherine has day to day responsibility for project delivery and execution Her prior roles within The Grosvenor Estate included Major Projects Development Director as well as Head of Strategy & Business Planning. She also sits on the board of Hyde Group.



KAREN ASTBURY - MARKETING DIRECTOR

Karen has responsibility for the delivery of the marketing and communications strategy for Our Place and its places. With 20 years property marketing experience she previously led the placemaking of Victoria, London for Land Securities and has a track record for creating successful consumer focussed campaigns.



JAMES OWEN - CHIEF FINANCE OFFICER

James has responsibility for project finances and investment strategy having held similar roles at Taylor Wimpey, Lendlease, Majid Al Futtaim Group, Hammerson Plc. James is ACCA qualified.



PAUL ROBERTS - DIRECTOR, TURNBERRY

Paul Roberts has been extensively involved in a wide range of planning and development projects internationally, specialising in university campuses, sports facilities and estate-driven developments. He has led numerous strategic development projects including new settlements, university master plans, development feasibility and market studies, retail and commercial schemes, science and technology projects, and sports projects.

OUR PLACE TEAM



DAMON TURNER - PARTNER, WELBECK LAND

Damon is a Partner at Welbeck Strategic Land and has 20 years experience in land acquisition and strategic promotion across the Southern England. He has secured consents and allocations for a significant number of new homes and is currently personally managing a portfolio of over 17 sites with the capability of delivering in excess of 12,500 homes. He prefers to work with key stakeholders promoting sites through local and neighbourhood plans.



WILLIAM MURRAY – DIRECTOR & CO-FOUNDER, WORDSEARCH PLACE

William Murray is a director and co-founder of Wordsearch Place, a strategy consultancy that helps developers create more successful, more popular and more valuable places. He has worked at Wordsearch, a communications consultancy specialising in property and architecture since 1997, been a director since 2006 and founded Wordsearch Place with David Twohig in 2018.



KIM SLOWE - DIRECTOR - OUR PLACE & FORMER FOUNDER/CEO OF ZEROC

Kim is Founder & CEO of ZeroC construction which was sold to Place for People in 2014 and is currently CEO of designyourhome. com (Places for People).



SIMON CONIBEAR DIRECTOR – OUR PLACE & FORMER POUNDBURY DEVELOPMENT MANAGER

Simon Graduated from Cambridge with a degree in History before training as a Chartered Surveyor. He was the Estate Director and Development Manager for the Poundbury Project and Non-Executive Advisor to the Gascoyne Cecil Estates.