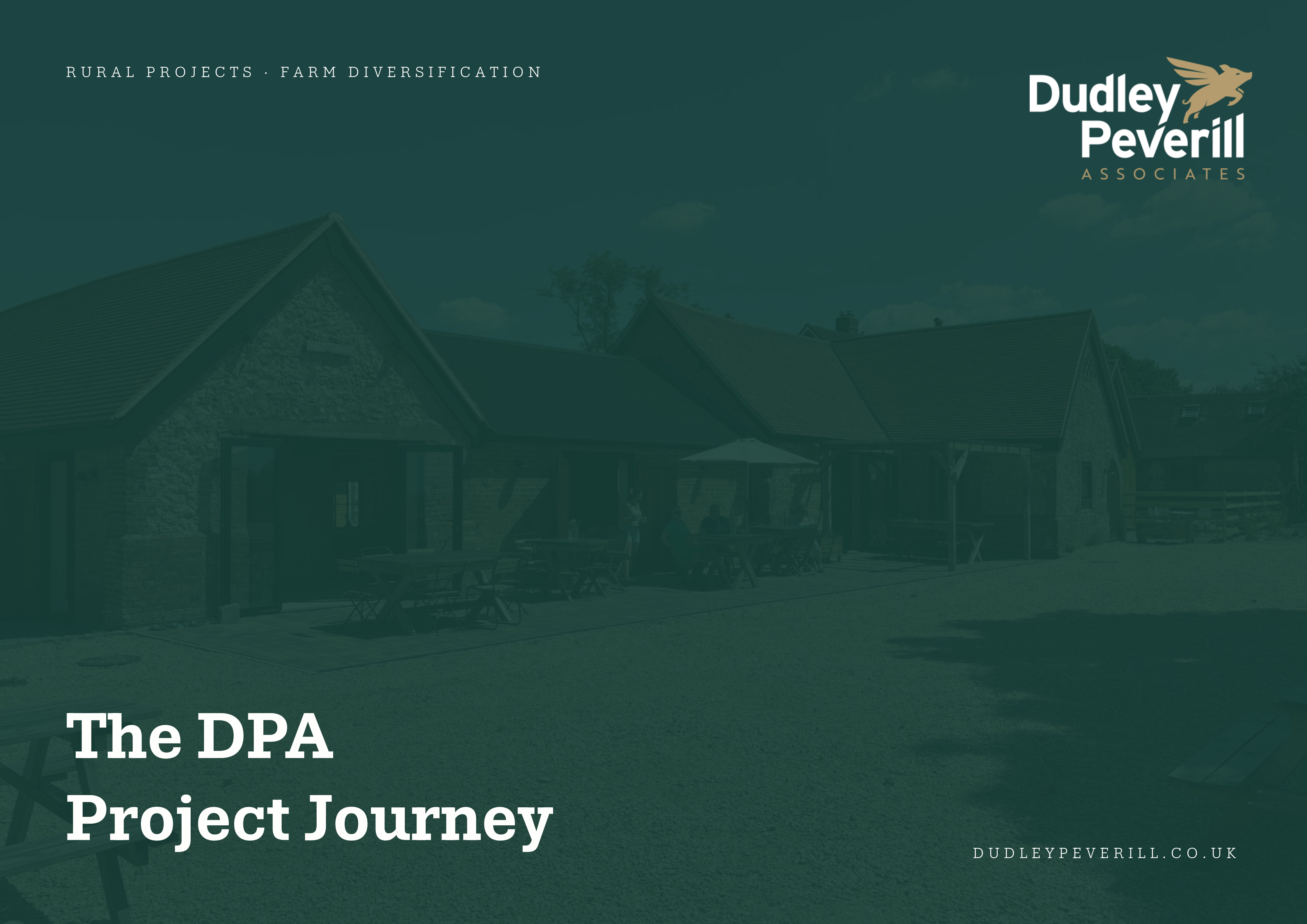

RURAL PROJECTS · FARM DIVERSIFICATION

Dudley Peverill ASSOCIATES

The DPA Project Journey

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A structured path from vision to viable enterprise, with decision gateways at every stage.

Rural diversification projects rarely fail because the original idea is poor. They usually stall because the route is unclear, costs are uncertain, permissions are complex, or the right people are brought in too late. This guide explains how Dudley Peverill Associates structures each project from first conversation through to handover, and how our integrated team of consultants, funding specialists and project managers keeps the process clear, commercially grounded and moving in the right order.

THE AIM IS STRAIGHT FORWARD

Reduce risk and uncertainty early, so that when you commit capital, you do so with confidence and a credible plan behind you to ensure success.

‘Your Assets. Your Vision. Our structure.’

Rural businesses and farms face challenges that many professionals rarely appreciate when considering diversification. Every project at a farm or estate sits inside a complex story: succession decisions, demanding and seasonal core operations, tightening margins and a volatile policy environment, all leaving little bandwidth for projects and new enterprises. The sites themselves often set their own limits: single-track access, varied building stock, limited power and patchy connectivity, water and drainage unknowns. Capital is largely tied up in assets, with little available for new investment. When fragmented professional teams each see only their slice, it is the client who pays - in time, cost and quality.

A structured journey converts these uncertainties into a managed sequence of decisions. Each stage builds the evidence base for the next, so that design, planning, funding, delivery, and eventual operation are never running on assumptions that have not been tested. This is vital to enable truly successful diversification and to prevent the generation of additional liabilities for rural businesses.

EVERY STAGE ENDS WITH A GATEWAY REVIEW

We provide you with the guidance and advice you need to decide on whether to proceed, refine, or stop, based on evidence, not momentum. No stage carries forward by default. This discipline protects your investment and keeps the project credible throughout.

WHAT THIS MEANS FOR YOU

Clarity of direction, fewer surprises, and complete alignment between ambition, budget, planning, funding, delivery and end use, from the first conversation to handover. Every pound spent moves you forward, not sideways.

Our Integrated Team Around Your Project

Rural projects rarely fit neatly into one discipline. A diversification project requires alignment of your vision, commercial thinking, financial intelligence, design and planning expertise and typically, many other technical inputs, often simultaneously.

When those disciplines are fragmented, critical assumptions go untested, objectives missed, and problems surface when it’s too late.

RURAL PROJECT CONSULTANCY

- Estate masterplanning, diversification strategy and investment appraisals.
- Project feasibility planning, market analysis, and succession planning.
- Pre-application engagement, planning strategy, stakeholder engagement and permitted development advice

FUNDING & FINANCE

- Financial strategy, comprehensive business planning and budget control.
- Capital structuring, raising finance, and grant applications, capital
- Joint venture structures, concession arrangements, and operator engagement to secure income from day one.

CONSTRUCTION PROJECT MANAGEMENT

- Tendering, procurement, and contractor selection.
- CDM Principal Designer and Contract Administrator coordination. Building Safety Act 2022 compliance.
- Cost control, programme management, H&S auditing, and handover management.

WHY INTEGRATION IS THE DIFFERENCE

Estate masterplanning identifies opportunity at Stage 0 and shapes which project(s) progress to Stage 1.
Budgetary constraints and funding opportunities identified at Stage 1 shape the design and phasing at Stage 2.
A coordination issue resolved at Stage 3 and development of viable planning conditions prevent redesign at Stage 4.
A specification agreed at Stage 4 averts variations at Stage 5 and eases handover at Stage 6.

Integration is not a convenience. Integration is what keeps rural projects deliverable from masterplan to handover.

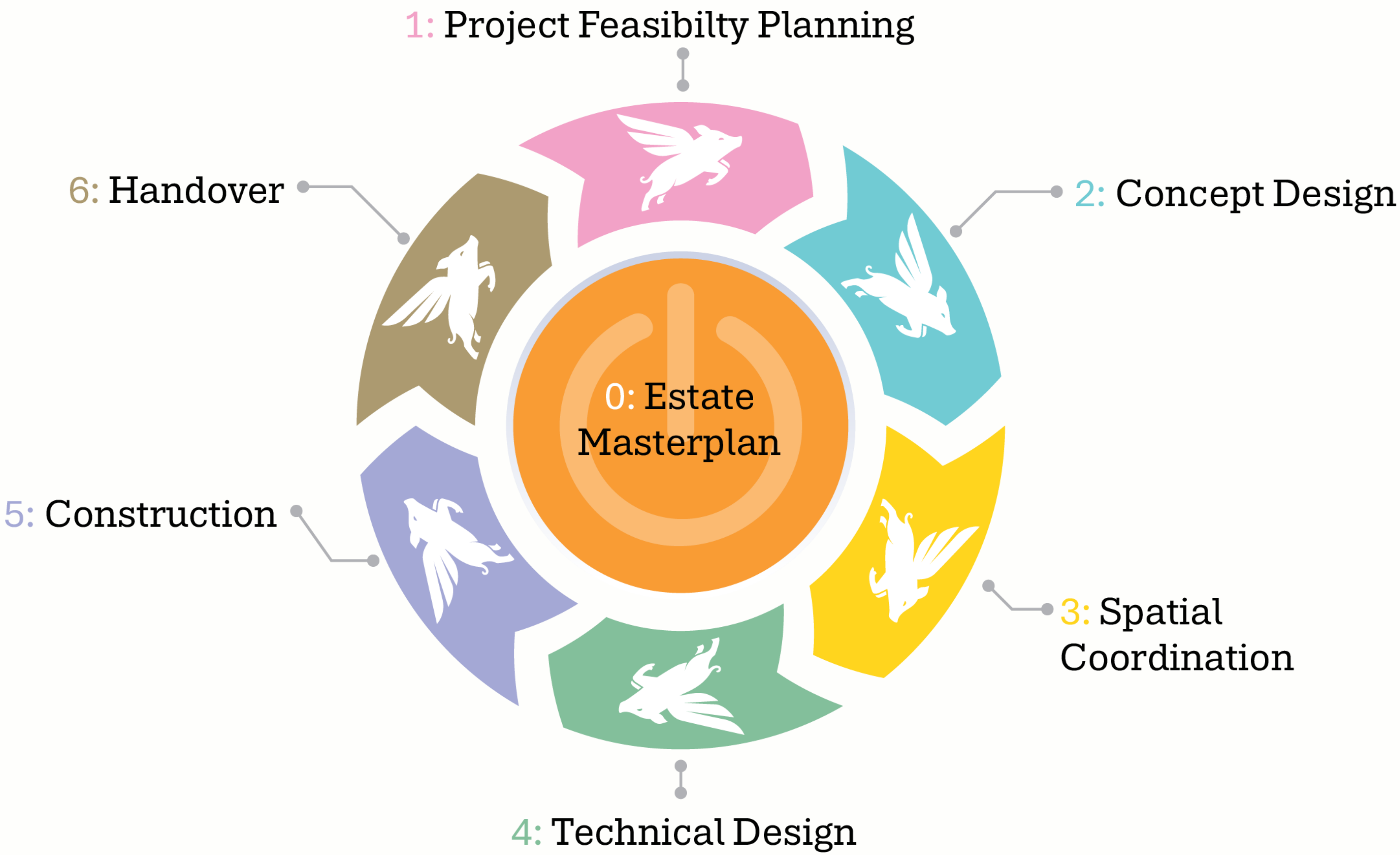
Your Project As A Clear Path

Each stage builds evidence and reduces uncertainty before the next begins. Each Gateway Review is a documented decision point - proceed, refine, or stop - agreed jointly and recorded clearly. No stage proceeds by default; every gateway requires a deliberate decision to continue, backed by data, sound commercial reasoning and an honest assessment of the risks, protecting our clients from abortive costs.

STAGE 0	ESTATE MASTERPLAN	GATEWAY 0
STAGE 1	PROJECT FEASIBILITY PLANNING	GATEWAY 1
STAGE 2	CONCEPT DESIGN	GATEWAY 2
STAGE 3	SPATIAL COORDINATION	GATEWAY 3
STAGE 4	TECHNICAL DESIGN	GATEWAY 4
STAGE 5	CONSTRUCTION	GATEWAY 5
STAGE 6	HANDOVER	GATEWAY 6

WHAT IS A GATEWAY?

A gateway is a structured, documented review at the end of each stage.
We confirm that costs, risks, objectives, and programme still align before committing to the next phase of work. The decision is confirmed and clearly recorded, giving you and your advisors clarity and confidence at every step.



Based on the RIBA Plan of Work 2020 © RIBA, adapted for rural and farm diversification projects.

Stage 0 — Estate Masterplan

Strategic clarity before any single project begins.

Most farms and estates hold multiple opportunities - redundant buildings, underutilised land, commercial potential, or enterprise concepts never tested against reality. Without a coherent strategy, individual projects compete for attention and capital rather than reinforcing each other. Stage 0 is a bespoke, estate-wide strategic report that defines the long-term vision, maps constraints and opportunities across the whole holding, prioritises the most viable projects, and establishes the sequence in which they should progress, to ensure successful diversification.

WHAT DPA DOES

- Discovery site visit, stakeholder and business understanding
- Planning history and landscape designation review
- Land and Buildings Asset review
- Opportunity identification and preliminary viability testing
- Phased pipeline with sequencing rationale
- Stage 1 brief for priority project

WHAT YOU DECIDE

- Long-term vision and income objectives
- Which project enters Stage 1 first
- Non-negotiables: character, legacy, operational boundaries
- Parallel or sequential project phasing
- Appetite to risk, capital investment and personal time-input

KEY OUTPUTS

- Bespoke estate masterplan report
- Projects to proceed with and ones to avoid, and why
- Prioritised project pipeline with rationale
- Stage 1 brief for priority project

WHY THIS AVOIDS COSTLY MISTAKES

The most common error in rural diversification is jumping at the biggest or most emotionally appealing project - that empty barn or paddock - without understanding where it sits within the estate's wider journey. By the time planning, funding or infrastructure realities emerge, fees have been spent on a vision that may no longer be deliverable.

Stage 0 - Estate Masterplanning - prevents that. It understands the estate and stakeholder context, weighs opportunities against each other, and sequences investment to protect capital and unlock dependencies, providing the strategic clarity to avoid abortive cost from the outset.

GATEWAY 0 REVIEW

PROCEED

Vision clear, priority project identified, brief prepared, key stakeholders aligned.

REFINE

Re-rank opportunities or adjust phasing before committing to feasibility.

STOP

Diversification is not appropriate to deliver upon the business's objectives.

Stage 1 — Project Feasibility Planning

Test the idea rigorously before design and project costs begin to accumulate.

Stage 1 focuses on a specific building, site, or enterprise opportunity. DPA identifies the appropriate professionals required and creates a brief, commissions targeted site information, and prepares a detailed assessment of commercial viability though Project Feasibility Planning, planning prospects, programme, and risk. The brief is refined and confirmed here - the foundation for everything that follows. Grant and finance routes are also planned at this stage, so that funding strategies are built into the project from the outset rather than added as an afterthought when the project scope is already locked.

WHAT DPA DOES

- Refine and confirm the project brief
- Assemble and instruct the project team
- Project specific planning context review
- Commercial viability and outline investment appraisal
- Early cost range and indicative programme
- Open a risk register
- Grant and finance route mapping

WHAT YOU DECIDE

- Whether viability evidence is sufficient to proceed
- Preferred delivery model and financing route
- Risk appetite and initial budget parameters
- Management structures for the proposed enterprise

KEY OUTPUTS

- Project Feasibility Plan report with options analysis
- Outline budget range and indicative programme
- Planning strategy outline
- Risk assessment and recommended route
- Grant and finance strategy
- Go / no-go recommendation with data backed rationale

WHY THIS PROTECTS YOUR INVESTMENT

Committing to design and planning without robust feasibility is one of the costliest mistakes we see in rural diversification projects, particularly where there has been no consideration to the stakeholder or business' objectives, aspirations and vision. Stage 1 provides a grounded, evidence-based decision point before significant capital is deployed.

GATEWAY 1 REVIEW

PROCEED

Viability evidenced, planning route credible, budget realistic, funding path mapped, brief confirmed.

REFINE

Adjust scope, delivery model, or phasing to improve viability before design begins.

STOP

Evidence shows the project does not stack up commercially, practically, or within the current planning context.

Stage 2 — Concept Design

Shapes options that are creative, commercially sound, and capable of securing consent and funding.

DPA manages the project team to develop design options that are appropriate to their rural context, operationally functional, and financially viable. Early technical specialists are coordinated, e.g. ecology, highways, flood risk, heritage, ensuring constraints are identified and mitigated before further investment. Where appropriate, a pre-application is submitted, securing early clarity on what is acceptable or permitted development is used to develop fallback positions, prior to committing to a full application. Funder-ready business cases are developed alongside the design from the outset.

WHAT DPA DOES

- Manage design team to develop and evaluate concept options
- Commission and coordinate early specialist reports: ecology, highways, flood risk, heritage
- Pre-application/ prior notification (Class Q, Class R) submissions
- Shape funder-ready narrative and business case
- Update cost plan and ongoing viability analysis
- Confirm planning route and application type

WHAT YOU DECIDE

- Preferred concept direction, scale, and character
- Commercial model and income assumptions
- Whether pre-application or prior notification is warranted
- Grant or finance priority at this stage

KEY OUTPUTS

- Concept design options report
- Pre-application feedback, Class Q or Class R consents (if pursued)
- Updated cost plan and viability check
- Draft funding and grant plans
- Confirmed planning strategy and application route

WHY THIS PROTECTS YOUR INVESTMENT

The bulk of project cost sits beyond Stage 2, detailed design, specialist surveys and reports and eventually, procurement. Committing those costs to a scheme that is unacceptable to the local authority, financially unviable, or operationally compromised is the single largest avoidable cost in diversification projects.

Pre-application engagement or permitted development fallback positions (e.g. Class Q or Class R), particularly near heritage assets, ecologically sensitive sites or wider designations, de-risks the planning process before that spend is committed. The continual development of a robust business case in parallel ensures the scheme continues to stack-up financially.

GATEWAY 2 REVIEW

PROCEED

Concept is coherent, financially defensible, and has a credible, de-risked planning route.

REFINE

Scale, layout, commercial model, or planning approach needs adjustment before detailed design begins.

STOP

Planning risk is too high, the financial case is not defensible, or a change in circumstance prohibits the progression of the project.

Stage 3 — Spatial Coordination

Coordinate all specialists, assemble the planning application, secure consent.

Stage 3 is where the planning application is assembled and submitted. DPA coordinates all technical specialist inputs - ecology surveys, flood risk assessments, transport statements, heritage appraisals, arboriculture reports etc., ensuring each consultant delivers on programme and budget, and the submission is coherent and comprehensive.

Financial viability is continuously reviewed as design detail increases. Lenders are approached and funding procurement begins. Where operators, JV partners, or agents are relevant, they are engaged here to give lenders and the client confidence in the revenue position before construction begins.

WHAT DPA DOES

- Coordinate all technical specialist inputs
- Prepare and/or manage, the planning application
- Liaise with LPA, respond to consultee queries
- Agree appropriate planning conditions
- Continuous cost and viability monitoring
- Approach lenders for finance if required
- Engage tenant operators, joint venture partners or agents

WHAT YOU DECIDE

- Planning route and application depth
- Scope adjustments to reduce planning risk
- Active management, operator, JV, or agent route
- Appetite for lender engagement at this stage

KEY OUTPUTS

- Coordinated planning submission
- Planning decision notice and conditions schedule
- Updated risk register and cost plan
- Funding pack for lenders
- Operator/JV heads of terms where applicable

WHY COORDINATION AT STAGE 3 IS CRITICAL

Technical surprises found during construction - a protected species habitat, unmapped drainage, design variations are vastly more expensive to resolve on site than here. Thorough coordination at Stage 3 protects programme, budget, and contractual relationships downstream.

Early engagement with the Local Planning Authority allows likely conditions to be anticipated, discussed and - where necessary - challenged with evidence before permission is granted. This reduces the risk of unexpected or onerous conditions being attached to the consent, avoiding the need for redesign, operational compromise, or future variation applications.

GATEWAY 3 REVIEW

PROCEED

Planning consent achieved or in hand, viability confirmed, funding route acquired.

REFINE

Address survey findings, redesign, rescope, or resolve outstanding technical constraints.

STOP

Planning makes delivery unrealistic at acceptable cost or risk, or business circumstance change.

Stage 4 — Technical Design

Finalise all specifications, budgets, and procurement documentation - ready to build.

DPA prepares everything required by contractors, lenders, and grant bodies - technical drawings, specifications, pre-construction information, and procurement contracts. Final budgets are tested through tendering and value engineering to achieve the optimal balance of cost, quality, time, and client objectives.

All regulatory requirements are established and managed by the project team (e.g. Building Regulations 2010, Building Safety Act 2022, CDM Regulations 2015) - so construction commences in full compliance with no ambiguity about scope or responsibility.

WHAT DPA DOES

- Manage the production of tender-ready technical design packages
- Manage tendering and evaluate submissions with the design team
- Value engineering - cost vs. objectives vs. compliance
- Building Regulations and compliance management
- CDM 2015 compliance and Principal Designer role managed
- Finalise grant and planning conditions and pre-start requirements

WHAT YOU DECIDE

- Procurement route and form of contract
- Contractor selection from tendered field
- Final funding package and drawdown structure
- Contingency level and risk budget

KEY OUTPUTS

- Full technical design and specification package
- Tender documents and contractor evaluation report
- Pre-construction budget and programme
- Regulatory compliance
- Grant claim documentation

WHY A RIGOROUS STAGE 4 PREVENTS BUDGET OVERRUNS

Incomplete specification at tender is the most frequent cause of construction cost overruns. Contractors cannot price accurately what has not been fully specified. A thorough Stage 4 package means contractors price confidently, variations are minimised, lenders have the certainty they need, planning and regulatory compliance is fulfilled.

GATEWAY 4 REVIEW

PROCEED

Tender price, programme, and funding package align with the business case and objectives.

REFINE

Re-scope, re-specify, or re-procure to close budget or quality gaps without losing project intent.

STOP

Tender price, programme, or funding cannot align with the business case at a scope that preserves project intent.

Stage 5 — Construction

Deliver safely, on programme, within budget, and to your objectives.

DPA manages the construction phase as your independent client-side project manager - overseeing contractors, coordinating the project team, maintaining funder and stakeholder relationships, and providing both strategic oversight and hands-on problem-solving. Farmers and landowners running active businesses cannot simultaneously manage a construction contract; DPA removes that burden entirely.

Our role covers cost control, programme management, rigorous change control discipline, H&S auditing, CDM compliance, Building Regulations oversight, grant claims and finance drawdown management. We act exclusively in your interests.

WHAT DPA DOES

- Contractor oversight and regular site presence
- Programme and change control management
- Cost-to-complete forecasting and monthly reporting
- Health and Safety auditing and CDM compliance
- Stakeholder, funder, and grant body reporting
- On-site problem identification and resolution

WHAT YOU DECIDE

- Change requests (informed by DPA cost and programme assessments)
- Operational readiness and commercial launch timeline
- Funding drawdown timing within agreed conditions
- Operator or tenant mobilisation timing

KEY OUTPUTS

- Regular construction progress reports
- Cost-to-complete and risk register updates
- Change control log
- Practical completion plan and checklist
- Grant claim documentation and evidence

WHY INDEPENDENT OVERSIGHT PROTECTS YOU

Without an independent representative, contractors can manage their own programme and margin - and these do not always align with your objectives. DPA acts solely in your interest - monitoring quality, enforcing change control, identifying emerging problems before they become expensive.

GATEWAY 5 REVIEW

PROCEED

Quality, safety, and cost are in control; project is on programme for compliant practical completion.

REFINE

Correct course early if programme or cost begins to drift - before the position becomes irrecoverable.

STOP

Serious safety failure, contractual breach, or compliance issue requiring formal intervention.

Stage 6 — Handover

Finish completely. Document thoroughly. Begin operations with confidence.

DPA manages project close-out and handover - coordinating final inspections, managing snagging lists, and ensuring all statutory requirements are fully discharged - certification of practical completion, formal discharge of planning conditions, Building Regulations final sign-off, and contractual close-out including the final account. Warranties, guarantees, H&S files, and O&M information are compiled into a single clear handover pack. Where operators, concession partners, or tenants are part of the commercial model, DPA supports their mobilisation so the transition from construction to trading is smooth and commercially confident.

WHAT DPA DOES

- Snagging inspection and defects resolution management
- Certification of practical completion
- Formal discharge of planning conditions
- Building Regulations final sign-off
- Compile warranties, guarantees, H&S file, and O&M manuals
- Support operator or tenant mobilisation and launch

WHAT YOU DECIDE

- Acceptance criteria and sign-off thresholds
- Defects liability period management approach
- Operational launch date and readiness milestones
- Next-phase pipeline from the masterplan

KEY OUTPUTS

- Handover pack: O&M, warranties, guarantees, H&S file
- Defects schedule and responsibility plan
- Final account and contractual close-out record
- Post-project performance review
- Next-stage project brief (where applicable)

WHY A DISCIPLINED HANDOVER PROTECTS LONG-TERM VALUE

Incomplete sign-offs, unresolved planning conditions, or missing warranties create ongoing liability and can affect your ability to lease, insure, or refinance the asset. A thorough Stage 6 is not an administrative detail - it is the protection of your investment.

GATEWAY 6 REVIEW

PROCEED

Asset is operationally ready, fully compliant in all statutory respects, and completely documented.

REFINE

Close remaining defects and complete outstanding documentation promptly - do not allow the list to drift.

STOP

Do not formally accept handover until planning conditions and Building Regulations sign-off are fully resolved.

Where You Are Now

Whatever stage your thinking is at - an idea on the back of a napkin, a barn earmarked for conversion,
or an estate with a numerous underutilised assets - the next step is the same: establish clarity and develop a robust plan before committing capital.

The structured DPA project journey ensures that every pound and every hour invested moves you forward, not sideways.

START WITH STAGE 0 — ESTATE MASTERPLAN

Recommended if you hold multiple buildings, sites, or enterprise ideas and want a coherent, prioritised strategy before committing to any single project. The masterplan prevents capital being deployed on the wrong project, or before objectives and vision are understood - one of the most common and costly errors in rural diversification.

START WITH STAGE 1 — PROJECT FEASIBILITY

Recommended if you already have a specific building, site,
or enterprise in mind and want a rigorous, evidence-based assessment of commercial viability, planning prospects, and funding
routes before investing in design.

A CALM FIRST CONVERSATION

A short initial call to understand your holding, your objectives,
and where you are now. We will identify the right starting point and explain what the journey looks like from there. No obligation.

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