

**LINCOLN DIOCESAN TRUST
AND BOARD OF FINANCE LIMITED
(LDTBF)**



**INVITATION TO TENDER FOR:
AGRICULTURAL GLEBE MANAGEMENT
7 April 2017 to 6 April 2020 + 1yr + 1yr**

Tender Reference: T003

SUBMISSION

BY

BROWN & CO - PROPERTY AND BUSINESS CONSULTANTS LLP



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LDTBF

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Brown & Co

Appendix No

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1 INTRODUCTION

Brown & Co - Property and Business Consultants LLP are very pleased to be able to submit herewith our Tender in response to your kind Invitation To Tender (ITT).

We are tendering for the Agricultural Glebe management together with any associated consultancy that you might require in addition.

We understand the Diocese has a long relationship with their current agents and we would be pleased to fit in by undertaking whatever role you require during the transition period as there may be some work that the current agents need to finalise and we would not want the Diocese or their occupiers to suffer.

2 EXECUTIVE SUMMARY

1. Brown & Co - Property and Business Consultants LLP are international property and business consultants dealing with all aspects of property specialising in the rural & agricultural, residential and commercial sectors.
2. We have a good knowledge of the Lincoln Diocesan Trust and Board of Finance Limited (LDTBF) portfolio.
3. We have a good geographical spread of offices to service this instruction.
4. We have within our main land agency, residential, commercial and agricultural business consultancy divisional structure, specialists who will be able to undertake the work and ensure that LDTBF achieve best value and the highest levels of professional service and care.

We have specialists dealing with:

- Rural estate management (including entire property portfolios);
 - Valuation;
 - Sales and acquisition of all asset types;
 - Residential management and lettings;
 - Commercial management and lettings;
 - Planning;
 - Green field, residential and commercial development;
 - Building projects, surveying and architectural services;
 - Renewables advice.
5. Our extremely strong specialist agricultural business consultancy department also advise on all aspects of farm businesses including strategic advice, business management, budgeting and finance, accounting and book keeping, compliance, grants and agricultural and environmental support schemes.
 6. Through our network of offices, divisions and expertise we expect to add value to businesses and we would do everything we reasonably can to help LDTBF achieve their objectives.
 7. We believe that we can deliver everything that is expected under the ITT.

3. BROWN & CO PROPERTY AND BUSINESS CONSULTANTS LLP

Brown & Co are an independent Partnership trading predominantly in the UK but with overseas interest.

Key facts:

3.1 Personnel/Offices

26 Partners.

124 Professional members of staff spread across our office network.

75 support and administrative personnel.

Five key divisions:

- Land Agency;
- Agricultural Business Consultancy;
- Commercial;
- Residential;
- Architecture and Planning.

Brown & Co were formed in 1993 following a management buyout from Royal Life Estates. Key elements of the business were from Land Agency practices that had been operating for many years and the firm has grown substantially.

In 1993 there were 12 Partners, 80 staff and a turnover in the region of £3m. There are currently over 200 staff and a turnover of £12,767,682 in the year to 31 March 2016.

The turnover divides between partnership activity as follows: -

Land Agency	£5.458 m	43%
Commercial	£2.464 m	19%
Agricultural Business Consultancy	£2.725 m	21%
Residential	£1.702 m	13%
International	£0.222 m	2%
Planning & Other	£0.197 m	2%
Total	<u>£12.768 m</u>	

Not only has the firm over the years diversified significantly, we have also increased our office base and currently we have offices in:

- Banbury
- Brigg
- Bury St Edmunds
- Grantham
- Holt
- Huntingdon
- King's Lynn
- Melton Mowbray
- Norwich
- Retford
- Spalding

Those in Lincolnshire or bordering that have presence in the area covered by the instruction, are highlighted. They provide a very good geographical coverage of the area.

Overseas we have offices in Romania, Poland and St Lucia and we advise extensively in South America from a base in Argentina, throughout the United States of America and many eastern European countries including Bulgaria, Russia and Ukraine, where we advise on sales, purchases and manage agri-businesses for private clients.

3.2 Expertise/Specialisms

3.2.1 Our areas of expertise and specialism relevant to this portfolio tender, include:

- Estate management (charities, church bodies, private, corporate and institutional estates and property portfolios) including residential, commercial and agricultural property lettings and management;
- Assistance with the development of clients objectives and the development of estate strategy;
- Valuations for all purposes;
- Sales and acquisitions of land and property including portfolios;
- Planning, both general development projects and green field/new development work;
- Consortium joint ventures and promotion/option agreements for development;
- Building projects and contract management, surveying and architectural services;
- Renewables advice including letting, management, development and delivery of solar projects, individual wind turbines, wind farms and anaerobic digestion (AD) whether for generation of electricity or gas to grid;
- On estates/farms we regularly deal with new farm lettings and lease renewals, licences and agreements for sporting rights, playing fields, allotments, telecom masts, fishing and grazing and management agreements for conservation land including SSSI's;
- We are fully conversant with the legislation including the Agricultural Holdings and the Agricultural Tenancies Acts and the Landlord and Tenant Acts with specialists in all of them;
- Advice relating to easements and wayleaves and compulsory purchase schemes;
- Forestry and woodland management and where required forestry health and safety;
- Arbitrations, expert witness work and mediation.

3.2.2 Business scale

Our most recent review indicates that our rural division specialising in management and consultancy has a management and consultancy role across 135,000 hectares with an asset value in excess of £2,700,000,000 across the rural property sector.

During the last year Brown & Co bought and sold in excess of £33,000,000 of property of farms and land.

Our management team collects rents through our estate management system on behalf of clients in excess of £17,000,000 per annum.

In addition to our Land Agency team, we have a particularly strong Agricultural Business Consultancy Department who will be available to advise on any deliberations you may have about active engagement in farming or joint ventures and with whom we work in tandem to achieve best results in relation to rents and new business projects.

This aspect of our business provides professional and practical advice to farmers across a range of disciplines. The Agricultural Business Consultancy team deal with:

- Business performance and development;
- Business appraisals;
- Compliance;
- Environmental advice;
- Scheme advice including agricultural support payments;
- Project management including specialist industry developments;
- Grant applications.

Our most recent review indicates that the agricultural business division has regular farm business input and an overseeing role on 110,000 hectares, management of contract farming agreements across 15,000 hectares, undertaking compliance advice on 56,000 hectares and environmental advice on 28,000 hectares.

We have specialists engaged in renewable projects at all levels including commercial wind and solar farms. Recent activity includes ongoing management of sites let for AD, wind and solar PV; planning, appraisals and valuation of wind farms.

We regularly deal with exclusivity agreements, option and lease agreements for large scale renewable projects including where there may be corporate/third party funding involved.

3.3 Business Activities and clients

The roots of our business are in private client, charity and corporate property management, agency and agricultural business consultancy.

We have a wide range of clients in both the public and private sectors where we act in acquiring property, managing it and effecting disposals as appropriate in each case.

The work we do varies according to client aspirations, but we have a significant management, consultancy and agency service.

3.3.1 Charity and Organisation consultancy

In relation to Charity and Diocesan work we are pleased to act for a number of well-established large and small charities and church organisations.

In several cases one of our partners, Nick Saffell FRICS FAAV is appointed as Steward and in other cases individuals act as clerk or consultant to the charity trustees.

Our involvement includes amongst others:

- Southwell and Nottingham Diocese;
- Trinity Methodist Circuit in Nottinghamshire and South Yorkshire;
- Trinity Hospital Estates

This work includes a typical range of works undertaken for other less agricultural property clients and centres on the letting of surplus residential property to include pre-marketing advice and steps to maximise price followed by the marketing of property, negotiation with buyers and liaison with solicitors to achieve completion; acquisition and valuation of residential property; the valuation and negotiation for the release of restrictive covenants;

strategic advice regarding redundant churches including liaison with planning officers and consultants, liaison with the Church of England Closed Churches and the consideration and provision of advice regarding development opportunities and releasing the potential as appropriate.

Whilst it seems more relevant at this stage to concentrate on activities in the locality we are also proud to represent organisations out of county including:

Property Steward to the Trustees of Norwich Town Close Estate Charity, Norwich Consolidated Charities, Anguish's Educational Foundation, The Trustees of The Great Hospital Charity and the Trustees of Alderman Norman's Foundation as well as a number of smaller parish charities collectively with very large property holdings for whom we advise, buy, sell, let and manage commercial, residential and rural property.

We are also engaged in a number of management, advisory and agency roles for diocesan organisations including amongst others;

Property adviser to the Roman Catholic Diocese of East Anglia which has assets including some 300 properties including Churches, Presbyteries, halls, schools, commercial and residential properties.

3.3.2 Private rural estate management

Locally we act in an Estate Management role on a significant number of estates undertaking management, agency and consultancy matters including for:

- Hanson
- Ashby Folville Estate
- Doddington Farms LLP
- Binbrook Estate
- Wassand Estate
- Bourne Estate – Bourne United Charities
- Magnus Educational Foundation

We have and continue to act in some cases for several corporate entities, for whom we have bought, managed and sold Estates:

- Royal Insurance
- Guardian Royal Exchange
- National Coal Board Pension Fund
- Sun Alliance
- Sun Life
- Pilkington Properties
- British Field Products
- Pearl

We retain an extensive portfolio of agricultural, commercial and residential management instructions across the United Kingdom.

4 SERVICE PROVIDER PROPOSAL

4.1 Management Structure

4.1.1 Glebe Property Management

At **Appendix F.1** we include a chart to show the structure proposed for servicing the Glebe Management instruction.

Martin Herbert FRICS FAAV, an Equity Partner of Brown & Co, would be the principal client partner and will ultimately be responsible for the delivery of the service. Martin would attend quarterly management meetings with the appropriate estate manager for the property to be discussed.

We have a number of qualified professionals who could be engaged to deliver the service.

As we have significant resources available, ultimately we will tailor the management structure and personnel to suit your requirements. We suggest however that most of the work is carried out by as few personnel as reasonably possible to prevent breakdown in communications with most liaison with Levels 2 and 3 professionals assisted by Level 4 and where required for specialist projects from Level 5.

The Estate Manager would report to Martin Herbert to ensure continuity and where necessary Martin's role will be supported by another Partner situated locally.

The Estate Managers will have experience and specialist knowledge, but there may be occasions when further levels of expertise may be needed to assist with the management or projects in which case they may be drafted in from further afield.

Staff at Level 4 would provide support to the Estate Managers which will be particularly important in the early stages when there will be a significant amount of work required to ensure the portfolio management systems are put into place and inspections are carried out.

Whilst there are a lot of names and tiers, it will soon become clear what would be the best way to provide the service required. Some names will therefore feature more significantly and others may not need to be deployed at all.

We are very mindful to establish a structure that has the wherewithal to deliver a wide range of skills and expertise/specialisms so we can provide best quality levels of service.

We accept the need to minimise the number of personnel involved and to make sure that there are clear, direct and limited lines of communication.

4.2 Service Provider/Staff Profile

All the property managers are experienced and habitually undertake senior levels of work and property management. They tend to have specialisms which is why we would reserve some judgement as to precise roles, until we have had the chance to meet.

In support of this:

- 4.2.1 Curriculum Vitae (CV) are provided at **Appendix F.2** for the key staff and a Skills Matrix, covering the work that is likely to apply to this instruction, can be found at **Appendix F.3**. Further CVs of additional personnel who are likely to be engaged to deliver the service can be provided upon request.
- 4.2.2 All the employees indicated have significant experience as demonstrated by their Curriculum Vitae. These are necessarily brief at this stage, but further details can be provided if needed and we are happy to arrange meetings at the final stage of the process.
- 4.2.3 We are confident that for whatever type of work is required whether residential, commercial or agricultural/estate/land work we will be able to offer advice but where specialist external input is required we will be pleased to act in support.

5 PRICING

The Form of Tender is included at **Appendix A**. The Schedule of Prices is included at **Appendix B**.

As a principle we are keen to include as much work as possible within the management fee.

If the diocese team would prefer a lower fee, we can transfer more to the occasional hourly rate or vice versa. However as a general point we would tend to include what we can within day to day communication to allow discussions on a wide range of more specialist topics, but where work moves to special projects, the management charge is not likely to be the most suitable mechanism to cater for the input.

The following paragraphs 5.1 and 5.3 indicate the work included in our management fee and for clarification, any comments or exclusions.

At 5.2 we offer a strategic report for which we have some ideas, but the final details would necessarily depend upon setting the agenda with you beforehand.

Exclusions would be charged as indicated based on either time or at the rates indicated or, of course, in some cases they can be agreed in discussions during the term of the contract where necessary. Our time charges are indicated in the form at **Appendix B**.

5.1 Quotation Inclusions

5.1.1 Glebe Property

With regard to the list in the ITT page 12 under the heading 'Role and Responsibility of Land Agents', we confirm that all the functions 1) to 26) indicated are included within our management fee with the exception of, or subject to the following additional comments:

- 1 Initial generic discussion would be included, but the provision of strategic planning and estates advice on specific projects are excluded from the management fee.
- 2 In terms of repairs, we propose to initially have a meeting with a member of the Lincoln Diocesan team in order to establish a number of preferred contractors for various services. For smaller routine projects and provided the work is undertaken by the

preferred contractors we would not make a charge. Where repairs exceed £5,000 (excluding VAT) in value, we envisage a separate charge. See 5.3 'Contract Exclusions' for additional commentary.

- 3 Arbitrations and adjudication proceedings are excluded.
- 6 The undertaking of acquisitions and sales will be excluded from the management fee.
- 7 Whilst we will gladly discuss values and provide approximate values, a formal red book valuation for accounts or other purposes for the whole portfolio would be excluded. It may be that only part of the portfolio is valued periodically in which case revaluations become more straightforward. However, the initial valuation is more challenging, but if this work is likely, we would aim to gather as much information as required when we undertake the initial property inspection to minimise the cost.
- 11 To assess and advise on insurance cover would be included within the management fee. A contingency percentage has been built to the management fee for Year 1 to accommodate for this service. Routinely, we would advise on percentage increases that would apply from year to year based on increases or decreases in building costs.
- 12 Wherever possible fee recoveries would be secured from acquiring authorities, utility companies and in land transactions with developers.
- 13 Early discussions would be included but when this becomes a special project for representations and disposal or acquisition, the work is excluded.
- 14 Early discussions included but when this becomes a special project for representations and acquisition, the work is excluded.
- 19 Brown & Co does have a specialist minerals consultant who could be made available as required. We would undertake routine liaison with any consultants appointed by LDTBF. External plan data, plan printing and our internal consultants for specialist advice would be an additional charge.
- 21 Preparation of plans etc. and discussions would be included. We are conscious that much of the long term knowledge that might be required by the Land Registry for instance might be with the current agents, so careful thought about the transition is important. The cost of any external plan data obtained would be charged at cost.
- 22 Routine enquiries, but not specific discussions and negotiations.

The exclusions referred to above are covered substantively below and would be charged for as indicated or on rates to be agreed where it is not covered by the outline proposals below.

5.2 Property report and strategy deliberations

We are not certain about the extent or accuracy of the Diocesan records, so to assist we would like to offer a review of the land and houses.

We would have to agree the timescale and the specification, however with an initial property inspection, we would hope to complete any gaps in your records and to understand better the respective properties.

The inspections may be strategically planned to fit around valuation or land registration visits.

You may have much of the information from acquisition or earlier management reports, but if this can be collated, completed and then contained in an efficient “terrier”, it does enable efficient management and decision making.

Some of the advantages of such a report are that the condition, tenure, rental background and health & safety testing issues are clear which ensures the management team has a full understanding of the property in an easy reference document.

This will make ongoing management more constructive, allowing better short and long term budgeting for works, improvements, health and safety etc. whilst enabling more complete deliberations about the suitability of certain assets for retention or sale.

This paper would cover a review of the possible areas for property improvements, diversification and development.

If we establish with you that there is a desire to expand or develop the property portfolio, we would comment on the likelihood of there being growth or development opportunities available within the portfolio to enable proactive management.

5.3 Contract Exclusions

We have indicated where required the basis on which we would propose to charge for the additional items which might arise. Time would be on the rates indicated in the table at **Appendix B**. Costs would be the actual cost incurred with no mark up. External costs would be approved prior to engagement.

Not included would be:

- Provision of digital estate plans for recording boundaries, rights of way, provision of plans for leases and tenancies etc. (Time and cost)
- To report on prospective new acquisitions, we propose a commission based charge where a property is purchased, to include viewing and advising as to suitability for purchase and an indication of whether a survey or structural assessment is recommended and negotiation of terms and reviewing the contract stage and supporting the solicitors.

We propose a charge of 1% of the purchase price.

- In the event of sales we suggest a commission based fee based upon the sale price and reducing with higher values. We would be pleased to discuss these details if you would find it helpful.

The rates proposed are as follows:

Under £250,000	1.75%
Between £250,000 & £500,000	1.50%
Over £500,000	1.25%

In addition, we would propose to charge for advertising & marketing costs in some cases and dependent upon the method of sale.

- Portfolio valuations. (0.05% of value)
- Repairs in excess of £5,000 (excluding VAT) at 10% of cost. We envisage a separate charge whereby we are expected to obtain quotations, negotiate and manage contracts for works and undertake inspections.
- We would record and advise that reviews and Health and Safety surveys are undertaken. Where these can be arranged through a series of trusted contractors, we will instruct, but the actual cost of the contractor undertaking the asbestos surveys, PAT testing, gas and electrical tests, Health & Safety surveys and other external contract led work would be excluded. (At cost or time if internal).
- Advertisements and other costs necessary for property lettings. These would be budgeted and the budget would be approved by the client before the expenditure was incurred. (At cost).
- Commercial and agricultural leases, lease renewals, rent reviews and lettings. (If required basis of fees to be agreed. For agricultural leases, lease renewals would be based on 10% of the annual rent. Rent reviews would be based on time, and lettings would be based on 10% of the first year's rental plus costs).
- New projects including renewables. We would always endeavour to reach arrangements where fees for new ventures are paid for by the developer and all aspects of the implementation and management of these projects would be discussed and agreed at the outset. (Time).
- Insurance valuations – annual updates based on desktop calculations for a rise in building costs would be included, but not full revaluations. (Revaluations at 0.05% at sum insured).

6. IMPLEMENTATION PLAN

6.1 General comment

This will be a partnership and we are very keen to ensure that we forge a long term relationship with LDTBF.

This will be achieved by proactive management, efficiencies, timely delivery and regular reporting. We will tailor our service to meet your needs to make sure that this is an effective partnership that can deliver sound estate management and the very best levels of advice.

6.2 Commencement process

In terms of a handover and future management, at the outset we would discuss with you the extent to which information is readily available from the current or previous agents to make sure that our service is designed from what you already have.

Discussions to agree the best way to enable a smooth and painless transition of information and to establish or try to help to establish the areas that the previous agents might still need to continue to be involved with; for instance deposits and land registration.

We can schedule the issues to deliberate with the existing managing agents, or we could meet them for you to determine the information available.

We would then agree how to fill in gaps and ensure the property and management information is ultimately in a form that is acceptable and to agree how to deal with all the other aspects of the transition and ongoing management.

We envisage that there would be one or more initial meetings to ensure that lead Brown & Co personnel in client accounting, property management and IT.

Once you were satisfied, or whenever appropriate, agreement of contract arrangement and agree any loose ends.

Review of mapping information - we would discuss with you your mapping requirements and whether you will or might in due course acquire suitable licences and software to be able to use it, otherwise agree parameters for the maps after which we can arrange prices and set up the base plans using Pear mapping.

We would hope to have delegated authority for routine repairs and other expenses, or details of the signing procedure and copy statements to keep abreast of financial matters.

This could be agreed annually and would only be in accordance with an approved policy and budget.

We would wish to review the current estate property cash flows as we would need to update those, or create some and keep them in date to enable the appropriate budget management/performance.

We would look to make sure that there are systems in place to ensure that there will be staff knowledgeable of the contract available for communication during normal working hours and to establish a 24/7 emergency number if required.

6.3 IT Standards and Support

Within Brown & Co we do have external IT support and much of our data is hosted externally. We do regular backups as part of our recovery plan.

Brown & Co have a full external service and support from an independent IT services Company – CSC who back up all digital data, systems and software.

Brown & Co.'s service storage of data is via CSC's own data centre which is off site and remote from any Brown & Co offices. Our offices operate identical software and systems so replication of IT capacity process and systems is widespread.

All our offices run autonomously. Key application data such as our email and accounts is hosted within a Tier 3 Data Centre which is BSI ISO 9000 and a 27000 accredited facility.

Through CSC we can offer our BSM/DR Manual if you require to see it after signing a NDA Agreement.

6.4 Information Security

In relation to information security, client information will be hosted on servers compliant with ISO27001 as specified in the relevant appendix.

We have further levels of security for IT systems internally and we are in the process of writing a disaster recovery system and can make this available in due course if this is required.

We are happy to cooperate fully with you in terms of making sure you are comfortable that we have the necessary back-up and recovery plans in place to ensure that records are maintained safely and are capable of rapid reinstatement.

6.5 Rents and up to date information

We are conscious that you propose to manage the rent collection, which is almost certainly sensible but we will be pleased to help with any crossover whether with staffing or interim rent collecting, although it is generally better not to make tenants change bank details too often.

Remote access to databases, accounts and property records will be necessary for effective management to ensure against a lack of clarity about who has paid and who might be in arrears.

6.6 Documents and Asset Register

Brown & Co operate an internet-based document storage facility.. This would provide electronic and mutual access to all key documents and information whenever necessary. This mechanism will allow the sharing of and full access to documents between Brown & Co and the Diocese at any time.

In terms of an Estate Management system, rather than suggest a mechanism at this stage, the outcome may depend upon the accounts and property management system you operate or migrate to. However, two examples of systems which may suitable are Qube or Agency Pilot. Depending on timing, a system will be implemented to allow critical dates (rent days, review dates, electrical tests etc.) to be logged.

All systems will be fully compliant with Data Protection Act 1998 and have regard to the General Data Protection Regulations 2016.

6.7 Health & Safety

We retain NFU Risk Assessment to provide advice in relation to Health & Safety, both within Brown & Co and as input on property management matters.

We have a written Health & Safety policy statement and well-documented set of Risk Assessments for staff engaged in the provision of advice covering many areas of activity both in office, en-route and on site.

These include Lone Working, Site Safety and Driving for Work amongst other risk areas. We can provide more detail.

Staff are inducted in these risk assessments and advised about the safe working procedures that they are obliged to follow. Through these efforts and close colleague contact we aim to ensure the safety and continuity of staff to enable the delivery of the intended level and quality of service to our clients.

As is normal with a business of our size we are regularly reviewing staff systems, offices and other key elements of our business to ensure that we can provide a fluid, comprehensive, efficient and continuing service to our clients.

In relation to management of contractors, we manage contractors through a Contractors Register to ensure they are competent to undertake the necessary evaluation of risk prior to work and covered by third party liability insurance to protect the client from the direct effect of an incident.

We manage property maintenance work in accordance with the advice from time to time from NFU Risk Assessment.

Property inspections are supplemented by the periodic testing of infrastructure including PAT testing, mains electrical testing, boilers and heating systems and pressure vessels etc.

6.8 Management Standards

In terms of our management standards, our Land Agency activities will be conducted in accordance with the Codes of Practice of the Royal Institution of Chartered Surveyors, the Central Association of Agricultural Valuers and with the explicit and implicit ethical standards of LDTBF Limited.

We accord with the principle that we will always be prepared to explain how management is aligned to those Codes of Practice and standards and this fits with our Quality Assurance programme.

The quality of service within our business is safeguarded by our firms and individuals membership to both the Royal Institution of Chartered Surveyors and Central Association of Agricultural Valuers.

All our work is carried strictly in accordance with these professional bodies, Codes of Practice and ethics. They enforce our professionalism in all aspects of our work, in behaviour, ethics, competency and service, as well as the wider issues such as training, administration, insurance, finance and complaints handling.

The regularisation of our work by those authorities will underpin your confidence in our ability to consistently deliver work of a very high professional standard.

7 SYSTEM BASED LAND MANAGEMENT METHODOLOGY

1. We propose an initial inspection and report to cover:
 - a. The properties, occupation, tenure, condition, assets/fixtures owned by the tenant/landlord, Health & Safety testing records, long and short term repairs and improvements that are necessary or would add value.
 - b. The initial location plan can be used to ascertain from web based land registry records, which land owned by the Diocese are registered and where neighbours have registered, which can help to establish boundaries or give rise to issues to deal with at inspection.
 - c. Values for rent and for sale, together with the opportunities for growth in each in what timescale.

- d. Likely position within a long term portfolio as to core or non-core assets.
 - e. Interrogation as to the objectives of the portfolio. Cash flow and budget to inform the extent to which the current portfolio can meet the objectives.
 - f. Discussions as to alternatives including alternative asset classes for comparison.
 - g. With the benefit of the individual plans we can then form a schedule of likely core assets, development prospects, potential targets for disposal and any other categories for deliberation.
2. Management Works will include the services referred to in the ITT with the benefit of:
- a. Connected IT functions to ensure that where the Diocesan team collects rents the managing agent can access records and be aware of arrears to assist management, and
 - b. Both teams can liaise with the same records to consider and determine the approach for lease ends and renewals, Health & Safety property testing and rent reviews.
 - c. A web based portal with private access for permitted persons for sharing papers including if appropriate, minutes and terrier information as appropriate. We recommend this follows the property management software discussions.
 - d. An ordnance survey based map system (preferably Pear as we use that to good effect now) to show all the land holdings if possible. Pear maps can be used to record much additional information where known or discovered, including land use, tenure, easements and rights of way. The maps are sufficiently accurate that we need to be very careful about boundaries, but these plans would be invaluable at the time of Land registration and re-lettings.
 - e. We envisage a property management system that dovetails with Pear like Landmark and Key Accounts as the plans and repairs data can all be stored together or interconnected.

8 REFERENCES

We have contacted the three Referees from our previous submission and they have confirmed that they remain accurate and they are happy for them to be used in this tender. References are attached at Appendix G. Nevertheless, should you wish to contact them, their details are summarised in the table below:

<p><u>Bourne United Charities</u></p> <p>Estate Committee Chairman/Trustee: Trevor Hollinshead</p>	<p>The Red Hall, South Street, Bourne, Lincolnshire, PE10 9LY</p>	<p>Telephone: 07786 337273</p> <p>Email: trevor.chartwell@btinternet.com</p>
<p><u>Ashby Folville Estate</u></p> <p>Trustee: Keith E Elford FCA</p>	<p>Hallidays 1843 Ltd Riverside House Kings Reach Business Park Yew Street, Stockport, Cheshire, SK4 2HD</p>	<p>Telephone: 0161 4768276 07904 411644</p> <p>Email: keithe@hallidays.co.uk</p>
<p><u>Hanson</u></p> <p>Land and Minerals Resource Manager: Keith J Bird</p>	<p>Hanson Aggregates Regional Office Ashby Road East Shepshed Near Loughborough LE12 9BU</p>	<p>Telephone: 01509 501204</p> <p>Email: keith.bird@hanson.biz</p>

Their property portfolios include agricultural, commercial and residential property interests.

We would be very pleased to provide further references if required and subject to us giving prior notification to those involved, access to those that have provided references if further information is required.

9 INSURANCES

We attach certificates as follows:

Professional indemnity insurance – see **Appendix H.1**

Public Liability and Employers Liability – see **Appendix H.2**

We also attach at **Appendix I** our QA certification

Updated certificates will be provided as necessary and we propose that this is a feature that is on the agenda for the quarterly project management reviews to ensure compliance.

10 OTHER

10.1 Assumptions

We have not made any assumptions in the preparation of this tender. We have taken into account the ITT and information provided and responses to the questions raised.

10.2 Dependencies

Other than the supply of all relevant information, there are no special dependencies to be stated at this stage. We will review with you on an ongoing basis the efficient and timely implementation of this arrangement if we are successful with our tender. There may be improvements that can be made over time on how we deliver the service and how cost reductions and better performance can be achieved.

10.3 Risks

Personnel Changes – This contract will be managed and driven at a Partner level to ensure continuity.

Resources to supplement this level are available. At the outset Charles Birch FRICS FAAV Head of Brown & Co.'s Land Agency Division will be closely involved to ensure support and coverage. The senior level of cover can be reviewed periodically.

IT and other systems – This will be managed with relevant liaison with our IT support team and interaction with your management personnel.

Communication – The levels of reporting and communication would be assessed at the start and we envisage regular reviews to achieve contract compliance and to make sure that this function is delivering as expected.

Poor Performance – We will address this in periodic meetings to make sure that you are satisfied the services are being delivered in accordance with your requirements.

Health & Safety – This would be addressed routinely at meetings and in reports.

10.4 VAT

All charges proposed in our tender would be subject to VAT at the appropriate rate.

10.5 Tie Break

In terms of differentiating ourselves from our competitors, we suggest our key strengths and features include the following:

Brown & Co is a private business, owned, managed and worked in by the Partners who take an absolute and direct interest in the type and quality of service provided.

Our success is based upon the success of our clients. When they do well, we do well; we are inextricably linked.

Brown & Co is built on long term relationships and it will continue to succeed with the success of those relationships and clients.

We aim to protect the culture within the firm for the long term advantage of clients and staff within the business, rather than seeking to maximise the outcome for short term advantage.

We ensure the appropriate calibre of Partners and staff for each role and client and, as far as reasonable, expect to provide continuity of professional advisers for clients to prevent unsettling staff turnover.

The growth and success of our business depends upon providing a first class efficient service and liaising with clients to ensure that issues and work is dealt with well and as required.

We expect to ensure satisfaction wherever possible and to change the personnel in the unlikely event of lack of confidence or other relationship friction.

We aim to train and assist the development of all staff levels to ensure they develop with their increasing status, age and experience.

The close integration of our offices and divisions ensures a comprehensive spread of specialist local knowledge can be easily obtained.

We integrate at a partnership level regularly and as divisions more frequently still, to compare notes and offer support as required and to consider developments within the industry.

Our Agricultural Business Consultancy Department is probably now the strongest group of business consultants in the United Kingdom.

Although the type of service they offer is not actually part of the portfolio work needed at this stage, we hope that we will be able to give advice when appropriate and to be able to assist in helping to develop your business and your diversification projects.

Brown & Co
09th January 2017

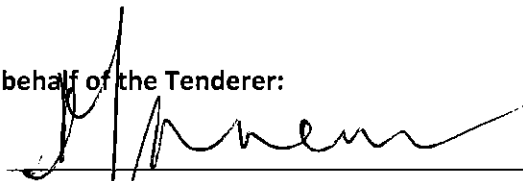
APPENDIX A

Appendix A - Form of Tender

- 1 I/We the undersigned acknowledge receipt of the following contract documentation:
 - a Invitation to Tender and its enclosures
 - b Specification
- 2 I/We hereby offer to provide the services set out therein and perform, fulfil and keep all the obligations of the contractor in accordance with the provisions of the contract conditions, and the specification, all for the sums properly due under the contract as calculated in accordance with the price schedules submitted.
- 3 I/We confirm that I/We are fully conversant with all the contract documentation, and that this tender is submitted strictly in accordance with that contract documentation and that the insertion by me/us of any conditions qualifying this Tender or any unauthorised alteration to any of the Tender documents may cause the Tender to be rejected.
- 4 In the event that this Tender is accepted, I/We undertake to execute a formal contract with the LDTBF embodying all of the terms and conditions contained within the contract documentation. Unless and until a formal agreement is executed, this Tender together with LDTBF's written acceptance shall constitute a binding Contract between us.
- 5 I/We understand that the LDTBF is not bound to accept the lowest or any tender it may receive, and that LDTBF reserves the right to discontinue the award procedure in the event of irregular tenders or in the absence of appropriate tenders.
- 6 I/We agree to bear all costs incurred by me/us in connection with the preparation and submission of this Tender and to bear any further costs incurred by me/us prior to the award of any contract.
- 7 I/We confirm that the person whose signature is appended to this Tender is a duly authorised signatory of our Company and has full and legal authority to sign this Tender on behalf of our Company.

Signed for and on behalf of the Tenderer:

Signed:



Position/Status:

Partner

Company Name:

Brown & Co – Property & Business Consultants LLP

Address:

Granta Hall, 6 Finkin Street, Grantham, Lincolnshire, NG31 6QZ

Date Signed:

09.01.17

APPENDIX B

Appendix B - Schedule of Prices

INSTRUCTIONS FOR COMPLETION

Tenderers are required to complete the Schedule of Prices and return as part of their tender response. All prices must be quoted in pounds sterling, and exclusive of Value Added Tax (VAT). Any projected price increases for years 2 to 5 should be clearly stated in your tender including envisaged staff increments but excluding any unknown legislatively imposed price increases.

No separate inflationary price increases will be accepted once the contract is in force.

Please specify the cost of the Retainer to service the Roles and Responsibilities of Land Agents set out in the invitation to tender.

Contract Year	Cost of the Retainer (£), or percentage of rent income	Percentage rise/fall (%)
Year 1	6.0%	N/A
Year 2	5.0%	(1.0%)
Year 3	5.0%	0%
Year 4	5.0%	0%
Year 5	5.0%	0%

Please specify the services set out in the Roles and Responsibilities of Land Agents **not** included in the Retainer fee together with their cost. Please feel free to expand the table as necessary.

Roles and Responsibilities of Land Agents - Cost of Services NOT Included in the Retainer Fee	
Service	Cost £ (exc VAT) or%
Acquisition and Sales	See Section 5.3
Strategic Planning Advice	Time spent (see overleaf)
Development Transactions	Time spent (see overleaf)

(Appendix B Continued)

Please specify the daily rates of professional and technical staff

Professional and Technical staff etc	Daily Rate £ (exc VAT)	
Partner	150/hr	(1,125/day)
Divisional Associate/ Divisional Partner	120/hr	(900/day)
Senior Associate	100/hr	(750/day)
Associate	80/hr	(600/day)
Professional	60/hr	(450/day)

Daily rates must be fully inclusive and include all expenses such as travelling, parking, lunch, equipment, materials and disbursements etc. but exclusive of VAT.

APPENDIX C

Appendix C - Tender Response Form

Name of Tendering Organisation:

Brown & Co Property & Business Consultants LLP

Tenderers are required to respond to each of the items below, by inserting their response to the question within the box provided on this Tender Response Form. LDTBF may only score the information provided within the Tender Response Form.

Tenderers may attach additional documentation in support of the response provided in the Tender Response Form such as diagrams, certificates or spreadsheets, although this should be clearly referenced.

1 **Contract Price**

Please complete the Schedule of Prices found in Appendix B which will form part of your tender submission. The Schedule of Prices **MUST NOT** be altered in any way. Please include any explanatory notes in relation to the contract price below:

Response:

(Please use as many pages as necessary)

See Appendix B.

2 **Managing & Resourcing the Work**

Tenderers are required to detail their management and resource proposals for this contract in response to the specification. Your response should detail the following minimum requirements:

- Management Structure;
- Details of the core team allocated to the contract including their skills mix
- Location of supporting office
- Corporate experience within the charity sector with particular experience of glebe management within the Church of England and your commitment to continued investment within the sector
- Collaboration and strategic forward planning methodology
- Compliance with the Data Protection Act 1998 and with the General Data Protection Regulations 2016

Response:

(Please use as many pages as necessary)

See Tender document and in particular, Section 3.

3 **Implementation Plan**

Tenderers are required to detail their implementation plan proposals for this contract in response to the specification. Your response should detail the following minimum requirements:

- Key stages to plan for the implementation of the new contract.

Response:

(Please use as many pages as necessary)

See Section 6 in Tender document.

4. **System based land management methodology**

Tenderers are required to detail their land management methodology, including software proposals for this contract in response to the specification. Your response should detail the following minimum requirements:

- System based land management methodology;
- Mapping, strategic planning and management software benefits

Response:

(Please use as many pages as necessary)

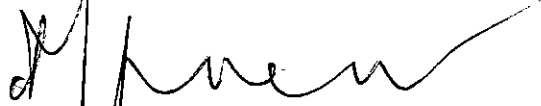
See Section 7 in Tender document.

APPENDIX D

Appendix D - Certificate of Non Collusion and Non Canvassing

- 1 We certify that this is a bona fide tender, and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake that we will not do at any time before the hour and date specified for the return of this tender any of the following acts:
 - a Communicate to a person other than the person calling for those tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender.
 - b Enter into any agreement or arrangement with any other person that they shall refrain from tendering or as to the amount of any tender to be submitted.
 - c Offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to any other tender or proposed tender for the said work any act or thing of the sort described above.
- 2 We further certify that the principles described in paragraph 1 above have been, or will be, brought to the attention of all sub-contractors, suppliers and associate companies providing services or materials connected with the tender, and any contract entered into with the sub-contractors, suppliers or associated companies will be made on the basis of compliance with the above principles by all parties.
- 3 We further certify that no attempt has been made directly or indirectly to canvass or solicit any member, officer or employee of LDTBF concerning the award of the contract which is the subject of this Invitation to Tender.
- 4 In this certificate, the word "person" includes any persons and anybody or association, corporate or otherwise; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.
- 5 I confirm that I accept any breach of the conditions of this Declaration of Bona Fide Tender will inevitably lead to the termination of the Contract.

Signed:



Position/Status:

Partner

Company Name:

Brown & Co - Property & Business Consultants LLP

Address:

Granta Hall, Finkin Street, Grantham, Lincolnshire, NG31 6QZ

Date Signed:

09.01.17

APPENDIX E

Appendix E - Conflict of Interest Declaration

I/We warrant that:

1 ~~There would be no conflict or perceived conflict of interest in relation to the personnel or type of work involved in this contract.~~

Signed: _____

Position/Status: _____

Company Name: _____

Address: _____

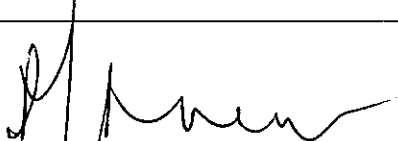
Date Signed: _____

I / We warrant that:

2 There could be a possible conflict or perceived conflict of interest in relation to the personnel or type of work involved in this contract.

Please explain what the possible conflict or perceived conflict of interest may be and who it relates to and how it could have an adverse effect on this contract.

See attached sheet.

Signed:  _____

Position/Status: Partner _____

Company Name: Brown & Co - Property & Business Consultants LLP _____

Address: Granta Hall, Finkin Street, Grantham, Lincolnshire, NG31 6QZ _____

Date Signed: 09.01.17 _____

LINCOLN DIOCESAN TRUST AND BOARD OF FINANCE LIMITED
INVITATION TO TENDER – JANUARY 2017

APPENDIX E – CONFLICT OF INTEREST DECLARATION

Although we have had limited instructions in connection with acting for occupiers of LDTBF tenants, we have very occasionally been involved in rent reviews and we do act in other respects for some of your tenants.

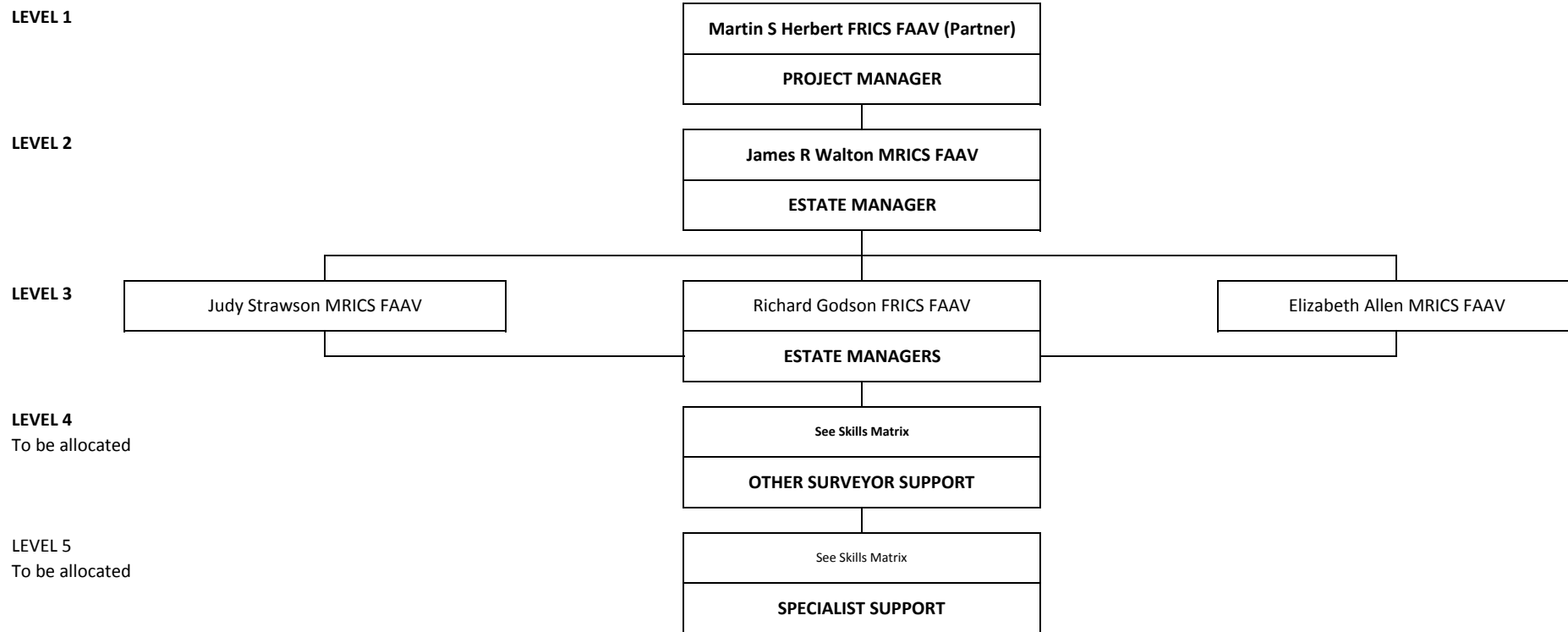
In order to make sure that this does not have an adverse effect on the contract, we would like to discuss with you the options. Clearly, we are extremely keen to be able to secure this instruction and the first option would be for us not to act for any tenants in connection with matters relating to LDTBF matters. This would avoid a conflict on that specific matter.

The alternative to this would be to manage the conflict. This would in accordance with a structure to be agreed with LDTBF and would be strictly in accordance with the rules of the Royal Institution of Chartered Surveyors who have clearly defined guidance notes for dealing with conflict situations. It is a matter that does crop up from time to time and within Brown & Co we do manage these conflicts through a heavily regulated system. Certainly, we would not anticipate that there will ever be a situation where two parties would be involved from the same office. If you are happy for the situation to be managed, then one party would be represented by a surveyor working from another office.

We would emphasise again that if you feel that this would be contrary to your expectations, then we would almost certainly be prepared to stand down and purely act for LDTBF.

APPENDIX F

ORGANISATIONAL CHART GLEBE MANAGEMENT



Levels 4 & 5 will be selected by the Project/Estate Manager from those most suitably qualified staff and specialists.

There are other experienced qualified surveyors available to assist with other project work as necessary and these will be drawn from other Brown & Co resources

Martin S Herbert
FRICS FAAV

Partner

Land Agent

Brown & Co LLP

Granta Hall

6 Finkin Street

Grantham,

Lincolnshire NG31 6QZ



Qualifications

- FRICS - Fellow of Royal Institution of Chartered Surveyors
- FAAV - Fellow of the Central Association of Agricultural Valuers
- RICS Registered Valuer
- MRAC – Member of the Royal Agricultural College

Projects

- Management of Estates in the UK on behalf of a range of clients including Royal Insurance, SunAlliance, CIN Properties (National Coal Board Pension Fund), Pearl Assurance, Sun Life, Pilkington Properties, Crown Estate, Church Commissioners, Prudential and other private clients. This involved total portfolio management including in-hand and let farms, commercial and residential property lettings, sales etc.
- New buildings, major residential property refurbishment and repairs, insurance values, lettings and all other associated accounting works relating to agricultural, residential and commercial property.
- Negotiation, construction and management of Wind and Solar Farms
- Lead Partner for Brown & Co HS2 contract involving compulsory acquisition and general advice.

Expertise

Estate Management

- Management of Estates throughout the UK on behalf of institutional, corporate, charitable and private clients involving agricultural, residential and commercial property interests.

Compulsory Purchase & Compensation

- Acquisition of Property under Compulsory Purchase. Valuation and Assessment of Heads of Claim. Negotiation of Claims. Rail, road and other infrastructure schemes.

Valuation

- Capital and Rental Valuations to Red Book Standard and other valuations for accountancy, taxation, sale and purchase.

Planning & Development

- Strategic planning and negotiation of Option/Promotion Agreements, Conditional Contracts and Joint Venture arrangements.

Renewables

- Wind, solar and AD arrangements, Options, Leases and valuation.

James R Walton
MRICS FAAV

Partner

Land Agent

Brown & Co LLP

10 Market Place

Brigg

North Lincolnshire

DN20 8ES



Qualifications

- MRICS - Member of the Royal Institution of Chartered Surveyors
- FAAV - Fellow of the Central Association of Agricultural Valuers
- RICS Registered Valuer
- APAEWE - Advanced Professional Award in Expert Witness Evidence
- BSc (Hons) Rural Enterprise & Land Management

Work Experience

- I am the lead land agent involved in the management of two traditional rural estates located in the East Midlands. One estate is particularly diverse with a significant number of commercial ventures to include commercial lettings, retail premises and a café/restaurant and farm shop. The second estate has undergone a programme of property renovation and improvement following a change in ownership. Both estates contain a significant number of let residential properties on a variety of different tenancies.
- Additionally, I deal with the management of a diverse portfolio of property for an investor to include brick & tile manufacturing sites in the South East, agricultural property in the Yorkshire & Humber region and upland management in Cumbria to include a windfarm.
- The estate management work that I undertake has meant I have experience in compulsory purchase, town & country planning, renewables, land registration, diversification, option agreements and section 31 (6) of the Highways Act 1980.

Expertise

Property Management

- Dealing with the management of rural estates to include agricultural, residential and commercial premises.
- Management of tenancies, lease renewals and rent reviews.
- Incorporating client objectives into property management.
- Managing property maintenance & upgrades to include tree & woodland management.
- Management of contractors and schedules of work.
- Ensuring that all regulatory requirements are met in relation to freehold and leasehold properties, ie gas and electrical testing in tenanted property.
- Handling of tenants deposits in accordance with government regulation.
- Management of landlord and tenant relationships.
- Liaison with legal and other advisors.
- Reporting to clients and boards of trustees on a regular basis.

Valuation

- Capital and Rental Valuations to Red Book Standard for a variety of purposes, including accounts, taxation, sale and purchase.

Sale & Purchase

- Negotiation in the sale and purchase of land and property.

**Judy Strawson MSc
MRICS FAAV**

**Divisional Partner
Land Agent
Brown & Co LLP
10 Market Place
Brigg
North Lincolnshire
DN20 8ES**



Qualifications

- MSc Rural Estate Management
- MRICS - Member Royal Institution of Chartered Surveyors
- FAAV - Fellow of Central Association of Agricultural Valuers
- RICS Registered Valuer
- APAEWE - Advanced Professional Award in Expert Witness Evidence

Projects

- Acting on behalf of a variety of farmers and landowners including private individuals and charities in Lincolnshire for 8 years
- Management of land and farms under AHA & ATA agreements to include: periodic inspections, rent collection, serving various notices, negotiating rent reviews and new terms, preparing tenancy agreements and memoranda of agreement, negotiating improvements etc, preparing records of condition, advising on succession
- Management of farm houses and cottages
- Negotiation and preparation of cropping & grazing licences and common law agreements
- Accounting and reporting to landlords, preparing and amending plans

Expertise

Rural Property Management

- Management of equipped farms and bare land under various agreements

Agency

- Marketing farms and land for sale and to let
- Sales and purchases of rural property

Valuation

- Capital and Rental Valuations to Red Book Standard of freehold and leasehold property and subject to tenancies for a variety of purposes including tax and mortgage, to include calculation of insurance figures based on BCIS.

Compensation

- Calculation and preparation of Heads of Claim and negotiation of compensation following infrastructure and utilities' schemes.

K Richard Godson
BSc FRICS FAAV

Consultant

Land Agent

Brown & Co LLP

Granta Hall

6 Finkin Street

Grantham,

Lincolnshire NG31 6QZ



Qualifications

- BSc Urban Estates Surveying
- FRICS - Fellow of Royal Institution of Chartered Surveyors
- FAAV - Fellow of the Central Association of Agricultural Valuers
- RICS Registered Valuer

Work Experience

- Chartered Surveyor and Agricultural Valuer with 40 years' experience in the property profession.
- Areas of practice include sale, purchase and letting of rural and residential property, arranging and conducting property auctions, acting for undertakers and land owners regarding Compulsory Purchase and Compensation in connection with major infrastructure projects, acting as Expert Witness in property related disputes including valuation and boundary disputes.

Expertise

Agricultural and Farm Business Tenancies

- Advice to landlords and tenants
- Rent Reviews
- Lettings
- Succession.

Valuation

- Red Book and other valuations of rural and residential property for all purposes.

Compensation and Compulsory Purchase

- Acquisition of rural and residential property.
- Negotiation of disturbance compensation.
- Rail, road and other infrastructure schemes.

Agency

- Sale and purchase of rural and residential property.
- Auctions.
- Residential lettings and management.

Urban Residential Management

- Company Secretary and Managing Agent for a number of residents' property management companies.

Dispute Resolution

- Preparation of expert reports concerning valuation and other property related disputes.

Elizabeth A Allen
MRICS FAAV

Divisional Partner

Land Agent

Brown & Co LLP

Holland House

16 High Street

Spalding, Lincolnshire

PE11 1TW



Qualifications

- MRICS - Member of the Royal Institution of Chartered Surveyors
- FAAV - Fellow of the Central Association of Agricultural Valuers
- RICS Registered Valuer
- BSc (Hons) in Rural Enterprise & Land Management

Projects

- Management of property in Lincolnshire and Cambridgeshire on behalf of a range of clients including Corporate, Charity and other private clients. This involved total portfolio management including agricultural land and residential property lettings, sales etc.
- Lincs Wind Farm and Race Bank Wind Farm (clients Landowners/occupiers & Tenants), agreeing owner/occupier referencing, negotiation of Deed of Grant, negotiation of access agreement, compound arrangements and compensation claims.
- Anglian Water and National Grid (clients Landowners/occupiers & Tenants) agreeing owner/occupier referencing, negotiation of temporary access, compound arrangements and compensation claims.
- AMC Agent and Bank valuer for various lenders.

Expertise

Estate Management

- Management of property throughout Lincolnshire and Cambridgeshire on behalf of corporate, charitable and private clients involving agricultural and residential property interests.

Compulsory Purchase & Compensation

- Acquisition of Property under Compulsory Purchase. Valuation and Assessment of Heads of Claim. Negotiation of Claims.

Valuation

- Capital and Rental Valuations to Red Book Standard for a variety of purposes, including secured lending, accounts, taxation, sale and purchase.

Negotiation

- Negotiation of Licence Agreements and Land Purchases/Sales. Settlement of disturbance claims arising therefrom.

APPENDIX G

BOURNE UNITED CHARITIES

RED HALL BOURNE LINCOLNSHIRE PE10 9LY

Registered Charity No.216000

Mrs G S Clingo

Clerk to the Trustees

Telephone/Fax 01778 422387

Email: bourneunitedcharities@yahoo.com

6 November 2015

To: Lincoln Diocesan Board of Finance Limited

Dear Sir

The Trustees of Bourne United Charities have been working with Brown & Co now for five years. It was in January 2010 when we first contacted them about a proposed Wind farm on Bourne United Charities' land.

Since then, Brown & Co have assisted the Trustees with the following;

- Property Management
- Planning applications
- A significant Wind farm renewable project
- Selling property and in particular:

Agricultural land

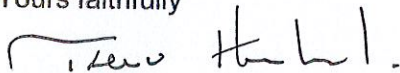
Barns with the benefit of planning permission

Residential property

- Generally advising regarding the possible purchase of land and a Company Tenancy (ongoing) and the associated work in re-letting the property.

The service received from Brown & Co, together with their wide knowledge and complete professionalism have all impressed the Trustees. We would therefore not hesitate in recommending them to yourselves or any prospective clients.

Yours faithfully



T Hollinshead
Trustee and Estates Committee Chairman
Bourne United Charities

Bourne United Charities are an ISO.14001:2004 Certified Organisation



Certificate No: EMS567488



HALLIDAYS
MORE THAN JUST ACCOUNTANTS

TO WHOM IT MAY CONCERN

Our ref: KEE/fe
Date: 28TH October 2015

Dear Sirs

BROWN & CO

I am a trustee of the Ashby Folville Estate in Leicestershire and have used the services of Brown & co as land agents since October 2006.

The estate is in a rural location and Brown & Co carry out a full range of work including farm and residential management, tenancy advice and renewals, property inspections, advice on insurance matters, dealing with wayleaves and easements, reviewing sale and purchase opportunities, handling tree management issues, advising on telecom masts and all other property matters. In addition Brown & co have carried out formal valuations for probate purposes.

I have found the service level provided on the very varied work to be of good quality and I am happy with all aspects of this. In particular the quality of communications both written and verbal are excellent as is the high standard of our quarterly meetings for which they are very well prepared. In addition Brown & Co have always been proactive and they have provided sound advice on several issues which have helped the trustees to develop the estate for the future.

I have also found that any negotiations carried out by them, on our behalf, to be both ethically correct and transparent.

As a trustee I regard all of these particular attributes to be of paramount importance in fulfilling my own duties and I would have no hesitation in recommending Brown & Co to others.

Yours faithfully

Keith E Elford FCA
Trustee Ashby Folville Estate



ADDRESS
Hallidays 1843 Ltd. Riverside House,
Kings Reach Business Park,
Yew Street, Stockport,
Cheshire SK4 2HD



CALL
0161 476 8276

FAX
0161 476 8277



EMAIL
hello@hallidays.co.uk



VISIT
www.hallidays.co.uk

REGISTRATION:

Hallidays 1843 Limited
trading as Hallidays.
Registered In England & Wales
Company No. 08633104

13 November 2015

Dear Sir

TO WHOM IT MAY CONCERN

LINCOLN DIOCESAN TRUST AND BOARD OF FINANCE LIMITED (LDTBF)
TENDER 2015
LAND AGENCY / RESIDENTIAL SALES / MANAGEMENT

I have been asked by Brown & Co to provide a reference in support of their Tender for the above mentioned. I am the Land and Mineral Resources Manager for the Central region of Hanson Quarry Products (Europe) Limited, a subsidiary of the HeidelbergCement Group. I am responsible for the management of Hanson's property portfolio across the Midlands.

This portfolio has been managed by Brown & Co from their Grantham/Melton offices for over 20 years, comprising a wide mixture of properties including:

- Equipped Farms
- Bare Land
- Old Quarry Sites
- Lakes
- Amenity Land

The activities which Brown & Co have undertaken on Hanson's behalf can be listed as follows:

1. Portfolio management including rent collection.
2. Agricultural
 - Lettings (FBT's and Licences)
 - Grazing licences
 - Sales
 - Acquisitions
 - Planning advice
 - General professional duties
3. Commercial

Brown & Co have advised on various commercial holdings which are part of the Hanson portfolio.

Hanson has enjoyed a long and very satisfactory relationship with Brown & Co, who I would have no hesitation in recommending for portfolio management work. They are very proactive in the service they provide, which is carried out in a timely, cost efficient and professional way.

On a personal level they have always got on very well with the Hanson management team.

I would be happy to be contacted by a representative of the Lincoln Diocesan Board of Finance to comment further on the above, if that would be of assistance.

Yours faithfully,



K J Bird
Land and Mineral Resources Manager

APPENDIX H

VERIFICATION OF INSURANCE DOCUMENT

We the undersigned Brokers, hereby confirm that the following described insurance is in force at this date:

NAME OF INSURED	Brown & Co
TYPE OF INSURANCE	Professional Indemnity
POLICY NUMBERS	B1196P152456 P150285 MA788756002 BC1270PIA150 MAAA45V4001
LIMIT OF INDEMNITY	£20,000,000 Any One Claim
EXCESS / DEDUCTIBLE	£25,000 Each and Every Claim for Survey & Valuation Work £10,000 All other claims
INSURER(S)	Lloyds Underwriters and Others
POLICY PERIOD:	01/04/2016 to 31/03/2017 (both dates inclusive)

This document is provided to you as a matter of information only and its issue does not make the person or organisation to whom it is issued an additional insured, nor does it modify in any manner the contract of Insurance between the above named insured and the Underwriters / Insurers. Any amendment, change or extension to such contract may only be made by specific endorsement attached thereto.

In issuing this document, there is no obligation to inform any person whatsoever of the cancellation, amendment, or alteration of the policy that this document evidences.

Signed on behalf of Berkeley Insurance Group UK Ltd:



Dated: 05/04/2016

Berkeley Insurance Group UK Ltd, Authorised & Regulated by The Financial Conduct Authority.
Members of: The British Insurance Brokers Association. Registered in England 1115635





24 May 2016

To Whom It May Concern

This letter is to confirm that the following insurance has been arranged for Aviva Plc.

INSURED: Brown & Co Property & Business Consultants LLP

Public/Products Liability

Insurance Company	Aviva Insurance Ltd
Renewal Date	20 th May 2017
Policy No.	25064018 CCI
Limit of Indemnity	£10,000,000

Employers Liability

Insurance Company	Aviva Insurance Ltd.
Renewal Date	20 th May 2017
Policy No.	25064018 CCI
Limit of Indemnity	£10,000,000

Subject to named and standard Policy Terms and Conditions, Exclusions and deductible(s).

Yours faithfully

Nicola Howden

Miss N Howden DIP CII
Bonus Account Executive

APPENDIX I



012

BM TRADA

CERTIFICATE OF REGISTRATION

This is to certify that

Brown & Co
The Atrium
St. George's Street
Norwich
Norfolk
NR3 1AB

has been audited and found to meet the requirements of standard
ISO 9001:2008 Quality Management System

Scope of certification

Services in connection with rural and urban property: Agency, auctions, farm business management, general professional work, planning and building services, property letting and management, valuations and surveys

Vic Bowen
General Manager
Certification UK

Certificate number: C1032

Issue number: 2015-01

Certificate start date: 15 November 2015

Certificate expiry date: 21 September 2018

Date of initial certification: 15 November 2000

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The use of the UKAS accreditation mark indicates accreditation in respect of those activities covered by the accreditation certification 012

Multisite clients - The scope of certification shown above includes the participating sites shown in appendix A

Appendix A

The network of participating sites shown below is included in the scope of certification shown on certificate number (C1032)

Branch	Address
Brown & Co	10 Market Place Brigg North Lincolnshire DN20 8ES
Brown & Co	3 Grove Street Retford Nottinghamshire DN22 6JP
Brown & Co	Angel Corner 8 Angel Hill Bury St Edmunds Suffolk IP33 1UZ
Brown & Co	The Old Bakery 3 Norman Way Melton Mowbray Leicestershire LE13 1JE
Brown & Co	Granta Hall 6 Finkin Street Grantham Lincolnshire NG31 6QZ
Brown & Co	3 Market Place Holt Norfolk NR25 6BE
Brown & Co	45 Station Road Sheringham Norfolk NR26 8RG
Brown & Co	44 South Bar Street Banbury Oxfordshire OX16 9AB

BM TRADA

Brown & Co

Holland House
16 High Street
Spalding
Lincolnshire
PE11 1TW

Brown & Co

Acre House
70C High Street
Huntington
Cambs
PE29 3DJ

Brown & Co

Market Chambers
25/26 Tuesday Market Place
King's Lynn
Norfolk
PE30 1JJ