



# Weston Group

Built with passion,  
delivered with pride.

Annual Review  
2018



# Annual Review 2018 Contents

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## Weston Group

### Who we are

Weston Group Plc's wholly owned subsidiary, Weston Homes Plc, was founded in 1987 by its Chairman and Managing Director Bob Weston, together with the late Dick Taylor. Over the last 30 years it has grown to become one of the leading developers of quality homes in the South East of England, delivering innovative, high quality homes that appeal to customers from all demographics. Weston Group Plc's aim is to remain constant in matching traditional skills to the very latest technologies in an ongoing quest to build homes to the best specification and standard possible.

Built with passion,  
delivered with pride.

#### REVENUE

**£257.1m** 2017 = £198.6m

#### PROFIT BEFORE TAX

**£35.2m** 2017 = £22.4m

#### NET ASSETS

**£84.7m** 2017 = £59.6m

### WESTON GROUP PLC COMPRISES:

**Weston Homes**

Building high quality homes, from apartments, to executive residences, as well as undertaking complex restorations across the Home Counties and the South East.

**Weston Logistics**

The support division of Weston Group, Weston Logistics provides supply chain management, warehousing, distribution, plant hire and off-site construction products and services.

**SES**  
STANSTED ENVIRONMENTAL SERVICES

A subsidiary of Weston Group providing Health & Safety Consultancy, Ground Testing, Geotechnical Work and Pressure and Sound Testing for Weston Homes and external clients.

**Weston Business Centres**

Providing meeting facilities and conference suites for Weston Group and its external clients, together with office accommodation, based near Stansted Airport and in Colchester.

### KEY FACTS

LEGAL **737**  
COMPLETIONS

**8,000** UNITS  
IN PRODUCTION  
PIPELINE

CURRENT **481**  
NUMBER OF  
EMPLOYEES

NUMBER **60**  
OF TRAINEES

**75,000 Sq.ft**  
DISTRIBUTION  
CENTRE OPENED

**ROSPA  
GOLD  
AWARD**   
11th CONSECUTIVE YEAR

DONATED TO CHARITIES **£368,000**



**‘This has been a landmark year for Weston Group with the delivery of record results and a substantial increase in net assets to the highest level in the Group’s history.’**

**Bob Weston**  
Chairman and Managing Director

# Chairman's Statement

Welcome to the Corporate Review 2018

**It is with great pleasure that I present the 2018 Annual Review. This has been a remarkable year. We have delivered record results which are testimony to the strength and resilience of our Group during a time of relative economic uncertainty and ever-increasing bureaucracy and planning obstacles.**

## Financial Performance and Balance Sheet

Revenue, profits and net assets have all increased. Weston Homes performed particularly well and on the back of their 28.2% increase in sales completions to 737 units, the Group total revenue was up £58.5m at £257.1m. Importantly we closed the year with £248.0m of forward sales which will provide income over the next three financial years.

Operating profit increased by 54.5% to £36.4m delivering operating margins of 14.2%, up from 11.8% in the prior year, despite increased administrative expenses substantially due to higher employee costs as we continued to invest in our people. Profit before tax increased by 57.0% to £35.2m. The Board has declared dividends of £3.0m, which was an increase of £0.5m on last year.

One of our major financial disciplines is the high level of retention in the business of post-tax profits. This year, we retained 89.3% which saw net assets increase by 42.1% to £84.7m. Increasing net assets is a particular focus of the Board and, since 2014, we have added £57.2m overall.

Total net debt reduced by 16.7% to £123.8m. Our strong balance sheet and support from

a blue-chip banking syndicate provides us with the funding required to support our strategy for growth including substantial investments in new developments over the coming years.

## Strategic Update

The Board regularly reviews our strategy for the growth of the Group. We believe that we have right-sized the business to deliver optimal value and that we are strategically well-placed to take advantage of the opportunities ahead. Today, the Group comprises four divisions:

- ✦ Our principal division is Weston Homes, a residential development business which remains focused on meeting our customers' aspirations through the development of desirable places to live. Our product is recognised as being of "best-in-class" quality, well-located and, above all, affordable.
- ✦ Alongside our residential activities we continue to invest in Weston Business Centres which operates two business centres, in Stansted and Colchester.
- ✦ Sixteen years ago, Stansted Environmental Services was formed. This year we have invested in the infrastructure required to enable the business to provide geotechnical services as part of its portfolio of services that it provides both for Weston Homes and its external client base.
- ✦ As the Group grew in complexity and scale, Weston Logistics was established to ensure vital security and quality of supply from our major suppliers of materials, plant and equipment. We have invested in technology and a 75,000 sq.ft warehouse and logistics centre that provides the business with a unique advantage and ability to deliver on orders of purchased components to our developments. Also, we are continuing to develop our pre-fabrication capability from this centre.



## The Market

Despite the political and economic uncertainty surrounding Brexit, demand for our homes remained resilient underpinned by mortgage availability and historically low interest rates.

Although we deliver affordable houses, we were pleased to see the Help to Buy scheme extended to 2023 by the Chancellor in the Budget. The scheme has played an essential role in getting first-time buyers on to the property ladder with them accounting for circa 80% of the near 170,000 properties bought to date under the scheme. During the year 26% of our sales completions were purchased with the assistance of Help to Buy.

We also welcomed the Letwin Review (Independent review of build out). It makes no sense for developers to land-bank and we are focused on bringing new homes to market as quickly as possible – planning constraints permitting – to meet the strong customer demand across our regions.

There are two areas where we believe the Government could significantly help the housing market and ease supply constraints.

The first is planning, which remains a significant constraint on all developers and their ability to progress schemes to fruition as quickly and as cost-effectively as they might. Secondly, stamp duty which is both unnecessarily punitive in absolute terms and indirectly impacts mobility as it radiates down through the value chain.

## Future Developments

Our development pipeline increased significantly during the year to 5,866 homes and if we include identified, but not yet contracted schemes, this increases to approaching 8,000 homes with a combined gross development value in the region of £2.3 billion. This pipeline defines our future and underpins the Board's plans to double the size of the business over the next five years. The detail of many of these schemes are set out in this Review and we have some exciting developments that are due to commence over the next year or so. These include a number that will exceed 1,000 units and which will change the landscape in places like Norwich and Barking and provide a lasting legacy for the Group.

ABOVE: Precision, Greenwich

BELOW: The Foundry, Hackney Wick



*This year we engaged the services of Steve Edge Design to evolve our brand identity and I am delighted with the new brand that they have developed for us along with our new tag line "Built with passion, delivered with pride". Collectively these define who we are and the modern clean identity provides a brand asset which is in the process of being rolled out across the business.*

## People

Our people are our most important asset.

The Group saw a significant increase in the average number of employees to 425 (2017: 385) as we invested in a major recruitment drive to ensure that we have adequate resources to drive our growth. This has now increased to over 480 people employed throughout the business.

We have a dedicated training and development programme and 60 of our employees are trainees who are at various stages of our sponsored programmes.

We anticipate that the number of people that we employ will continue to grow over the next few years and in recognition of this the Board have committed funds to building a new 49,000 sq.ft headquarters in Takeley, Stansted. This is a massive investment in our future and demonstrates the confidence and commitment that we have in the future of the business. Work has already started and is expected to be complete by the summer of 2020.

During the year we put in place an equity-based share payment scheme for the executive team. This team will be instrumental in ensuring that the Group delivers on its' growth plans and it is right and proper that the team are incentivised and rewarded for the key part that they will play in our future.

I would like to take this opportunity to thank all of our employees for their commitment, enthusiasm and hard work which has

enabled the business to move forward and grow successfully; positioning us as a strong and stable business with an exciting future.

## Health and Safety

The Group was recently presented with the President's Award from RoSPA (Royal Society for the Prevention of Accidents) as recognition of the achievement of eleven consecutive annual gold awards for high standards of health and safety across the organisation. We are rightly proud of this record, but never complacent, and we remain committed to the achievement of the highest possible health and safety conditions for all of our employees and subcontractors working on our sites along with our customers who visit or live at our developments.

## Current Trading and Outlook

The current financial year started strongly and we continue trade broadly in line with budget across all three regions. Several sites have launched "for sales" in the autumn of 2018 and we are encouraged with the level of reservations that we have achieved as a result. However, we are not resting on our laurels and we recognise that as a business we need to remain focused to ensure that we achieve the results that we are looking for in 2019 and beyond.

We are investing in our future through the acquisition of new development schemes, expansion of our workforce, the construction of a new headquarters and the opening of our logistics centre.

Whilst we cannot ignore the uncertainties around the UK's exit from the European Union, and any potential impact on the wider economy including consumer confidence in the housing market, we believe that the Group is in a robust position to respond to any potential changes in market conditions as necessary.

**Bob Weston**  
Chairman and Managing Director

# Financial Review

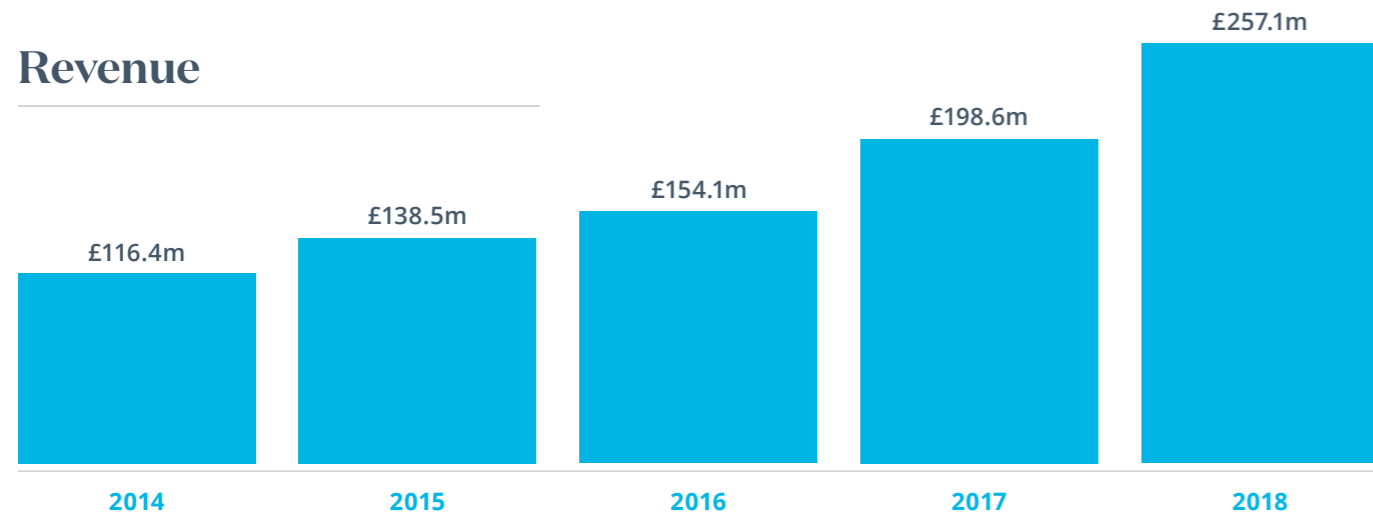
An exceptional year and well placed for the future

## 2017-18 Highlights

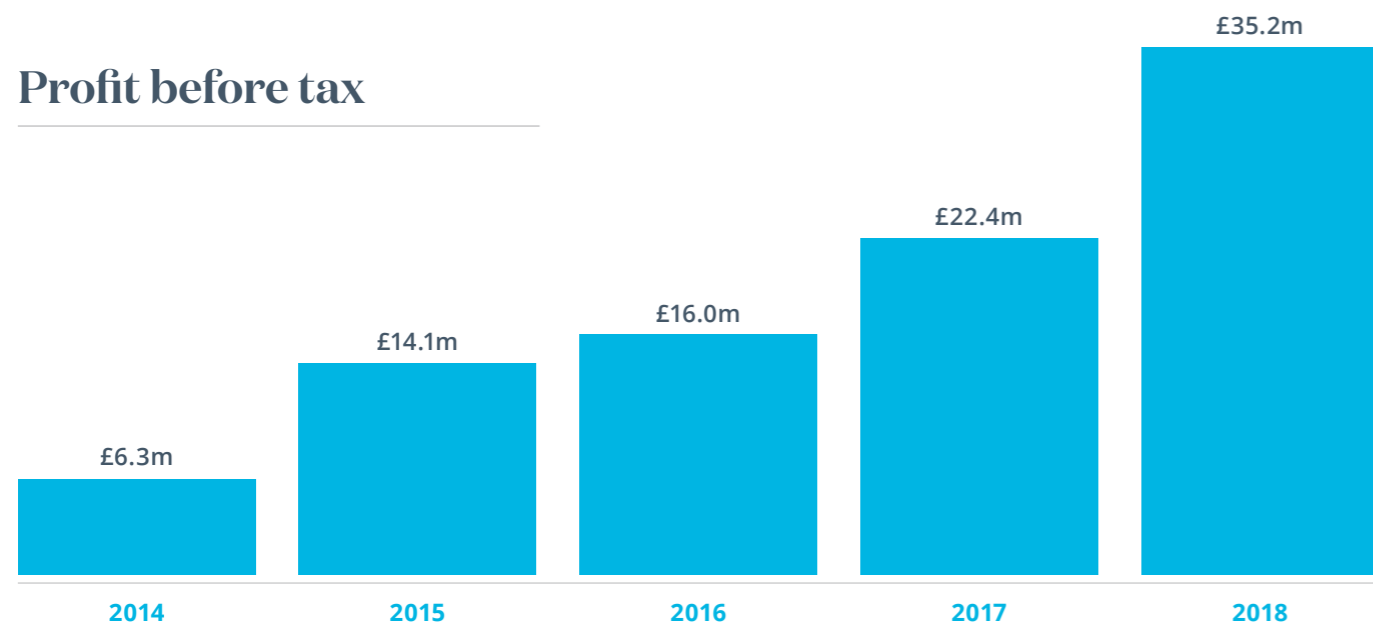
- Revenue up 29.4% to a record £257.1m
- Operating profit up 54.5% to £36.4m
- Pre-tax profit up 57.0% to £35.2m
- Net assets up 42.1% to £84.7m

2018 has lived up to expectations and has been a very successful year for Weston Group. I am delighted to present our results for the year which are the best that we have ever achieved. Financially we are in a very strong position.

## Revenue



## Profit before tax



**‘Weston Group is delivering steady and sustained growth. With revenue, profit and net assets increasing, the business is in a very strong financial position.’**

**Stuart Thomas**  
Group Finance Director

## Financial Performance

The Group's total revenue for the year reached record levels at £257.1m, an increase of £58.5m or 29.4% over last year. This was driven by the strong performance of Weston Homes Plc, the Group's residential development business where the total number of sales completions increased by 162 units to 737 units. Income from the sale of open market property increased by 31.5% to £235.6m and revenue recognised on long term contracts in respect of affordable housing grew by 24.9% to £19.0m. The revenue delivered by the serviced office and environmental consultancy business was broadly in line with last year. Overall, gross profit increased by £16.2m in 2018 to £62.6m with gross margin increasing by 1.0% to 24.3%.

Administrative expenses increased by £3.2m to £26.4m. This was substantially due to an increase in employee costs as the Group continued to secure resources to underpin its growth plans. Administrative expenses represented 10.2% of revenue which is down from 11.6% in 2017. This, combined with the increased gross margin meant that the operating margin increased from 11.8% in 2017 to 14.2% in 2018 with total operating profit increasing by 54.5% to £36.4m.

Net finance costs charged directly to the income statement increased slightly from £1.1m to £1.2m meaning that Group pre-tax profit for the year increased to a record level at £35.2m. This was up by £12.8m which is a substantial increase of 57.0% when compared to the £22.4m achieved in 2017.

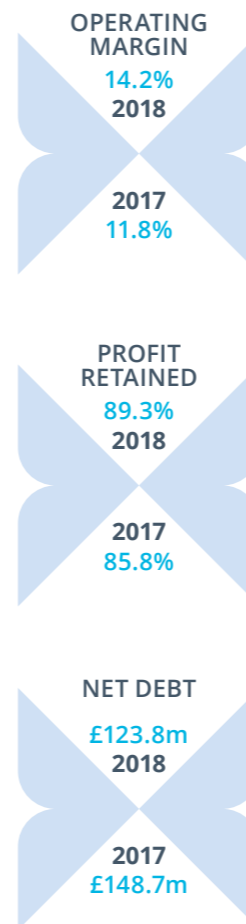
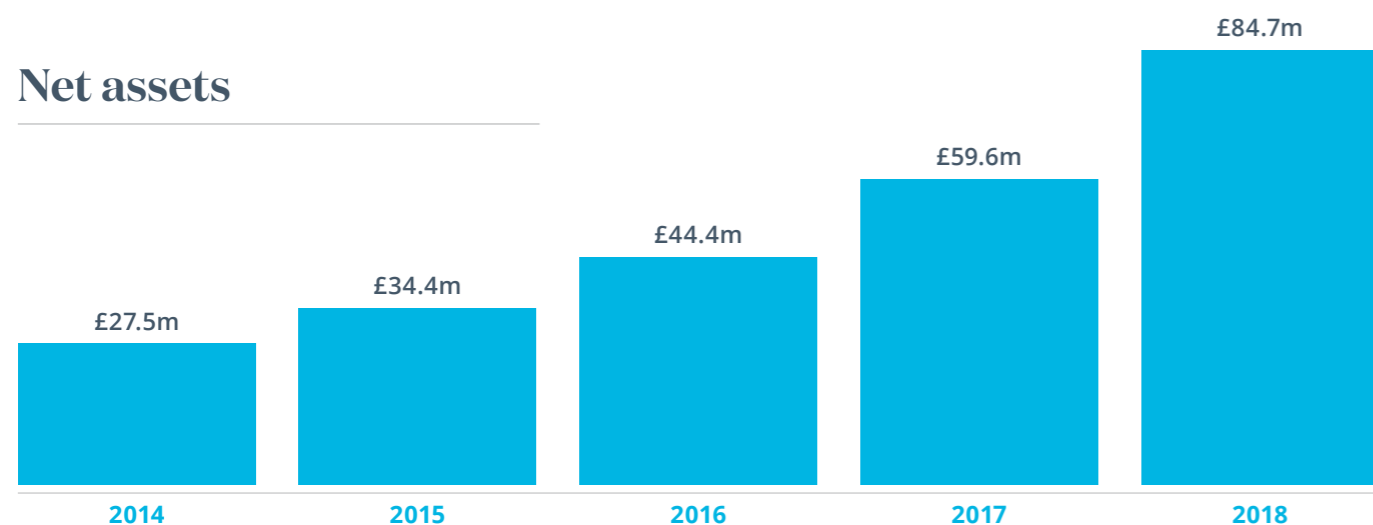


ABOVE: Langley Square, Dartford

Due to the impact of a reduction in the standard rate of corporation tax in the UK, the Group's effective tax rate fell to 20% this year (2017: 21.3%) resulting in a tax expense of £7.1m (2017: £4.8m) and a profit for the year of £28.1m (2017: £17.6m).

Dividends of £3.0m were paid to ordinary shareholders in the year and whilst they were £0.5m higher than last year the proportion of post-tax profits that were retained in the business increased by 3.5% to 89.3%.

## Net assets



## Balance Sheet and Funding

Due to the high levels of profits retained in the business, net assets increased by £25.1m or 42.1% in the year to £84.7m at 31st July 2018. This means that over the past four years the Group has more than trebled its net assets to its highest ever level as the Board delivers on its strategy for growth.

In total, Group inventories fell slightly during the year to £240.1m at 31st July 2018. The level of work in progress comprising development land and buildings and residual freeholds reduced by £2.1m to £236.9m. This was the effect of the delivery of increased level of completions slightly outweighing the investment made in ongoing and future developments. This was offset to some degree by the amount of consumable stock held by the business which increased by £1.3m to £3.3m with levels being built up in advance of the opening of the new Braintree Logistics Centre in the autumn of 2018.

The Group generated cash of £30.9m from operating activities during the year and total net debt has reduced from £148.7m to £123.8m at 31st July 2018, a reduction of 16.7%.

The Board is focused on implementing a strategy to deliver sustainable growth. The past year has seen the Group exchange on, or complete the purchase of, a number of substantial schemes in the South East of England, significantly increasing the number of units in the development pipeline from 3,052 last year to 5,866 at 31st July 2018.

The majority of the Group's funding is provided by its banks with whom we have long standing relationships, via a revolving credit facility. During the year we were pleased to welcome AIB to our banking syndicate comprising HSBC, Lloyds Banking Group and Bank of Ireland. Negotiations were completed with all of the banks to increase the facility overall to £200m on a permanent basis through to April 2020. At 31st July 2018 £111.2m (2017: £136.0m) of net bank debt was drawn providing headroom of £88.8m. This, combined with equity being delivered by ongoing developments, will provide the funding required to make the substantial investment in new developments that the Group has planned over the coming year. We are delighted with the confidence

and the level of support and commitment that all of our banks have in the business and look forward to working with them all going forward. We anticipate holding negotiations with our banks in the coming months in preparation for the facility renewal in 2020.

## Forward Sales

It has always been the Group's policy to secure a substantial level of forward sales in advance of delivery from its developments. This continuing policy enables us to have early visibility of income from completions and provides some certainty to our forecasting as well as giving a cash benefit during the course of a development from the deposits and stage payments received. Having delivered a record level of revenue we are pleased to have ended the financial year with a forward sales book of £248.0m, representing 954 units from 17 developments which will contribute to revenue over the next three years. We expect to build this book both from existing ongoing schemes and a number of new schemes launching during the year ahead.

## Outlook

The Board are delighted with the steady and sustained growth of the business. Since 2014 revenue has more than doubled from £116.4m to £257.1m and pre-tax profits have grown over five fold from £6.3m to £35.2m. This has resulted in net assets increasing by £57.2m to £84.7m during the four year period.

The business is strategically well placed and in a very strong financial position. Whilst recognising a degree of caution ahead of the UK's exit from the European Union and the potential impact on the economy and the housing market, the Board is confident that its strategic plan will deliver further progress and net asset growth.

Stuart Thomas  
Group Finance Director

BELOW: Before and after Weston Group logos



## New Branding

2018 saw the launch of our new brand identity. We worked with Steve Edge Design to develop a brand that would capture who we are and drive our success over the coming years.

Through a series of workshops, we explored brand values, typefaces, photography and colour palettes, as well as our wider vision for the future. Elegant, clean and modern, the resultant identity is a visual representation of who we are, highlighting the quality and passion that underpins everything we do.

### Motif

Our butterfly motif remains, but it has been transformed into a graphic icon with four quarters, embodying the four brand values that define who we are and what we believe in. As well as offering a nod to our history, the icon forms a distinct, recognisable brand asset which can be used across a range of different applications, from brochures and business cards to delivery vans and hard hats.

We're looking forward to rolling the brand out across site hoardings, office signage, delivery vehicles and our new website.



## Weston Group Plc Directors



### Executive Directors

**Bob Weston (63)**

**Chairman and Managing Director**

Having previously worked for Fairview New Homes and a number of other companies in the industry, Bob took his considerable experience in the building industry to set up what has now become Weston Group Plc.

**Stuart Thomas (49)**

**Group Finance Director**

Stuart is a chartered accountant and held positions with Headway Plc and Hepworth Plc before joining Weston Homes Plc as Financial Controller in 2002. He was appointed Finance Director of Weston Homes Plc in 2004 and Weston Group Plc in 2008.

**Jane Stock (51)**

**Group Organisational Development Director**

Jane joined Weston Homes over 20 years ago and is qualified with the Chartered Institute of Personnel and Development. She was appointed a Director of Weston Homes Plc in 2012 and Weston Group Plc in 2015.

**Stephen Bickel (51)**

**Group Administration Director**

Appointed as Administration Director of Weston Homes Plc in 1990, Stephen previously worked for Fairview New Homes and Abbey Plc. He gained his degree in Quantity Surveying in 1996 and was appointed a Director of Weston Group Plc in 2001.

**Jim Wood (58)**

**Managing Director of Weston Homes**

With over 30 years' experience and having held Director roles at Mace Ltd and Dandara Ltd, as well as a number of other senior positions in the UK and UAE, Jim joined Weston Group Plc in 2014 as Construction Director and was appointed Managing Director of Weston Homes Plc in December 2015.

**Michael Alden (51)**

**Group Commercial Director**

Michael joined Weston Homes Plc as Commercial Director in 2002. Prior to this he was a Director of Berkeley Homes (Oxford and Chiltern). He was appointed a Director of Weston Group Plc in 2008.

**Jonathan Lewis (49)**

**Group Sales and Marketing Director**

Jonathan joined Weston Homes in 2009 having previously held senior sales roles with Countryside Properties and Barratt Homes. He was appointed a Director of Weston Homes Plc in 2011 and Weston Group Plc in 2015.

### Non-Executive Directors

**Richard Downing**

**Non-Executive Director**

Appointed a Director of Weston Group Plc in 2001, Richard was formerly senior partner at Nockolds Solicitors. He is also Chairman of Blueprint Collections Limited.

**Martin Chapman**

**Non-Executive Director**

Appointed a Director of Weston Group Plc in 2012, Martin was formerly the Head of Corporate Banking for HSBC Bank Plc, London. He is a Director of 96 CEL Limited, a Non-Executive Director of The Fulham Shore Plc and Senior Advisor to MXC Capital (UK) Limited.

**Stephan Miles-Brown**

**Non-Executive Director**

Appointed a Director of Weston Group Plc in 2014. Stephan was an equity partner of Knight Frank. Previously a member of the Residential Division Board, a former member of the Executive Committee and currently serving on the London Board of the RICS. He set up his eponymous consulting firm in 2014.

**Andrew Taylor**

**Non-Executive Director**

Having worked in the IT industry and in property investment and maintenance for a number of years, Andrew has more recently taken an active role in the Taylor Family property and construction businesses. He is a trustee of The Taylor Family Trust and became a director of Weston Group Plc in November 2018.



## Directors and Company Secretary



**Jim Anderson**  
Southern Region  
Managing Director  
Jim joined Weston  
Homes in 2016.  
Jim has over 30  
years' management  
experience ranging  
from major  
construction projects  
with HBG and held  
Director roles with St.  
George West London  
and Barratt London.



**John Carpenter**  
Stansted  
Environmental  
Services Ltd (SES)  
Managing Director  
John joined SES  
in 2006 and has  
experience in both  
the public and private  
sector at Senior  
Management level,  
overseeing a number  
of large projects, to  
ensure that the end  
product is suitable for  
its intended use.



**Steve Hatton**  
Planning and Design  
Director  
Steve joined Weston  
Homes in 2002 as part  
of the Management  
Trainee scheme. In  
2007 he gained a  
First-Class Honours  
degree in Urban  
and Environmental  
Planning, he then went  
on to achieve a PG  
Diploma (Distinction)  
in Urban Design.  
Steve was appointed  
a Director of Weston  
Homes Plc in 2016.



**Richard Kuyper**  
Weston Business  
Centres Managing  
Director  
Richard was appointed  
as Managing Director  
of Weston Business  
Centres on 5th July  
2018. Previously  
Richard was Executive  
Associate.



**Gary Newsome**  
Eastern Region  
Managing Director  
Gary joined Weston  
Homes in 2014 as  
Eastern Region  
Construction Director  
with over 20 years  
of construction  
experience. He was  
appointed Eastern  
Region Managing  
Director in 2016.



**Les Trott**  
Quality Assurance  
and Customer  
Services Director  
Les joined Weston  
Homes in 2013 to  
head up the Quality  
Assurance and  
Customer Service  
team and has over  
20 years of customer  
service experience.  
He was appointed a  
Director of Weston  
Homes Plc in 2015.



**Shaun Weston**  
Weston Logistics  
Managing Director  
Shaun initially joined  
the construction  
team at Weston  
Homes Plc in 2011  
and later moved to an  
Executive Associate  
role with a First-Class  
Honours degree  
in Construction  
Management. He was  
appointed Managing  
Director of Weston  
Logistics in 2017.



**Dawn Wylie**  
Land Director  
Dawn joined  
Weston Homes in  
2006 as part of the  
Management Trainee  
scheme and achieved  
a First-Class Honours  
degree in Real Estate  
Management in 2012.  
She was appointed a  
Director of Weston  
Homes Plc in 2016.



**Laurence  
Holdcroft**  
Weston Homes Plc  
Company Secretary  
Laurence joined  
Weston Homes in April  
2016 and is a Fellow  
of The Institute of  
Chartered Secretaries  
and Administrators.  
He has over 20 years  
of experience as a  
Chartered Secretary,  
having previously  
worked in the  
Secretariats of public  
and private companies  
in a wide variety of  
business sectors.

## Weston Homes Plc Regional Directors

### Northern Region



**Michael Alden**  
Interim Regional  
Managing Director



**Jasper Akerman**  
Regional Construction  
Director



**Wesley Cass**  
Regional Commercial  
Director



**Ashley Gale**  
Regional Sales Director

### Eastern Region



**Gary Newsome**  
Regional Managing  
Director



**Aaron Symonds**  
Regional Construction  
Director



**Kevin Matthews**  
Regional Commercial  
Director



**Joel Giblenn**  
Regional Technical  
Director



**Nancy Rutherford**  
Regional Sales Director

### Southern Region



**Jim Anderson**  
Regional Managing  
Director



**Jason Newbold**  
Regional Construction  
Director



**David Harris**  
Regional Commercial  
Director



**Graeme Mitchell**  
Regional Technical  
Director



**Dave Walker**  
Regional Sales Director

## Senior Management



**Stewart Brent**  
Project Manager - Northern



**Paul Brock**  
Senior Operations Manager Weston Logistics



**Sean Buckley**  
Project Manager - Southern



**Derek Cook**  
Build Manager - Southern



**Edwin Egbunu**  
Associate Director SES (Testing)



**Steven English**  
Technical Manager - Eastern



**Mark Forbes**  
Head of Land



**Brett Ford**  
Build Manager - Northern



**David Greenstreet**  
Project Manager - Eastern



**Graham Huntley**  
Quality Assurance and Customer Service Manager



**Graham King**  
Group Systems Management Executive



**Don Langfield**  
Project Manager - Northern



**Peter Luder**  
Head of Planning



**Rob Nye**  
Quality Assurance and Customer Service Manager



**Rob Oakes**  
Senior Management Accountant



**Mustapha Ozturk**  
Project Manager - Southern



**Heidi Pateman**  
Associate Director SES (Sustainability)



**Martin Pearce**  
Senior Design Manager



**Silvio Petrasso**  
Associate Director SES (Environmental/ Contaminated Land)



**Kevin Poulton**  
Quality Assurance and Customer Service Manager



**Barrie Quin**  
Head of Engineering



**Paul Reynolds**  
Senior Design Manager



**James Sargeant**  
Financial Controller



**Adam Sharp**  
Build Manager - Southern



**Chris Shaw**  
Head of Customer Service



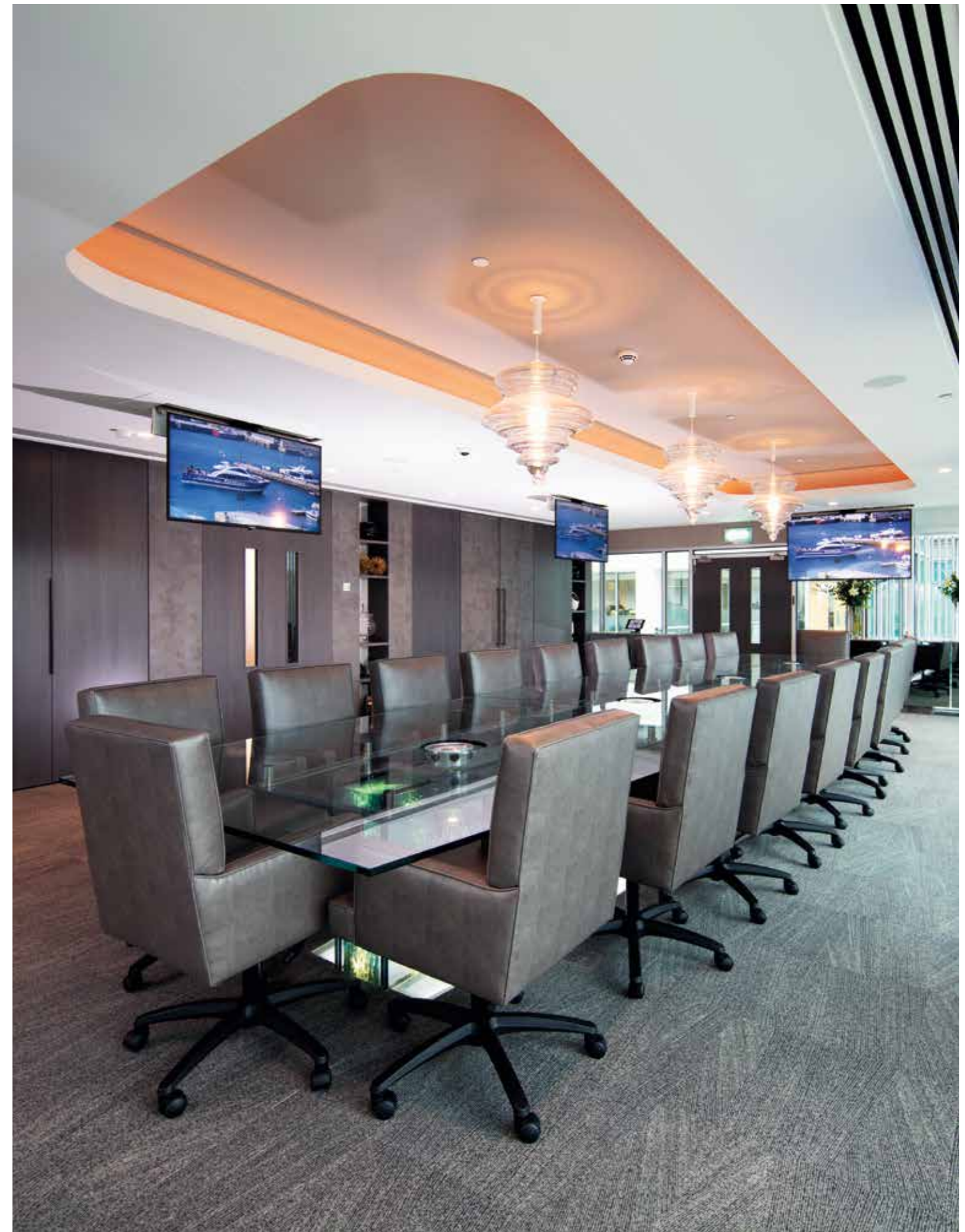
**John Sibley**  
IT Manager



**Mark Smith**  
Senior Design Manager



**Paul Stewart**  
Project Manager - Eastern



# Corporate Headquarters



## The Stansted Centre

Designed and built by Weston Group and in 2003, The Stansted Centre is the Company's Corporate Headquarters located in Takeley, Essex.

When it opened, The Stansted Centre accommodated all Weston Group head office staff as well as providing space for other companies to rent. With Weston Group continuing to grow, office space that was previously rented out has been slowly taken back by the Company, and from February 2019, the entire building will solely house Weston Group staff.

The Centre provides impressive accommodation including a range of meeting rooms, state-of-the-art conference centre and a gymnasium, complete with luxurious chang-

ing facilities. Within the large glass atrium that runs through the centre of the building, staff and clients alike have access to a street-styled café.

### Refurbished

In November 2018, the Boardroom and Chairman's office were refurbished so that company business can be conducted aided with the latest technology.

The location of the Centre close to Stansted Airport benefits from excellent train connections to London Liverpool Street and is within easy reach of the M11 which makes it an ideal base for the Corporate Headquarters of the Weston Group.



## London office

The Weston Group's office in Marylebone's Portman Square enables the Group to capitalise on the West End's global clientele and strong property and investment communities.

Located in British Land's landmark glass and steel building at 10 Portman Square, the ground floor corporate suite is used to showcase the Company and its projects to a wide range of audiences including investors, agents, bankers, landowners, joint venture partners, premium-clients and purchasers.

The suite can be accessed via its own private street entrance and also through the building's main stunning double height entrance foyer with concierge. The main

space is Weston Group branded with bespoke dark oak joinery and a central display area showcasing scale models of the Company's various projects which are mounted on luxurious Fior Du Bosco marble stands complete with iPad information panels.

To one side of the model-area is a lounge seating area with sofas, side and coffee tables around a bespoke fireplace and wall mounted 84" cinema-style touch screen on which visitors are able to view corporate videos or interfacing presentations of individual new developments.



# Northern Region

Twelve stunning developments across northern East Anglia

## Current Developments

		Page
1	FLETTON QUAYS, Peterborough	24
2	EASTFIELDS, Cambridge	28
3	ASHTON GROVE, Dunstable	30
4	LOVATS CHASE, Buntingford	32
5	MILLERS QUARTER, Bury St Edmunds	34
6	NIGHTINGALE RISE, Buckingham	36
7	THE GABLES, Peterborough	38
8	IMPERIAL PLACE, Baldock	40
9	ADDERLEY RIVERSIDE, Bishop's Stortford	42

## Future Developments

10	ANGLIA SQUARE, Norwich	44
11	3 & 4 STATION SQUARE, Cambridge	48
12	EDINBURGH WAY, Harlow	50



1 Fletton Quays, Peterborough



3 Ashton Grove, Dunstable



5 Millers Quarter, Bury St Edmunds



7 The Gables, Peterborough



9 Adderley Riverside, Bishop's Stortford



11 3 & 4 Station Square, Cambridge



2 Eastfields, Cambridge



4 Lovats Chase, Buntingford



6 Nightingale Rise, Buckingham



8 Imperial Place, Baldock



10 Anglia Square, Norwich



12 Edinburgh Way, Harlow

# Fletton Quays

East Station Road, Peterborough,  
Cambridgeshire, PE2 8AG

An exceptional development comprising four residential buildings situated on the south bank of the River Nene

- ✕ NUMBER OF HOMES: 358
- ✕ TYPES OF HOMES: One, two and three bedroom apartments
- ✕ LOCATION: Well served by rail and road links and less than an hour from London King's Cross. Quick connections to Central Cambridge by rail and Luton and Stansted airports by car. Travel from the city centre to the A1 in less than 10 minutes

‘With all it has to offer, there is no doubt that Fletton Quays will become the jewel in the crown of Peterborough’



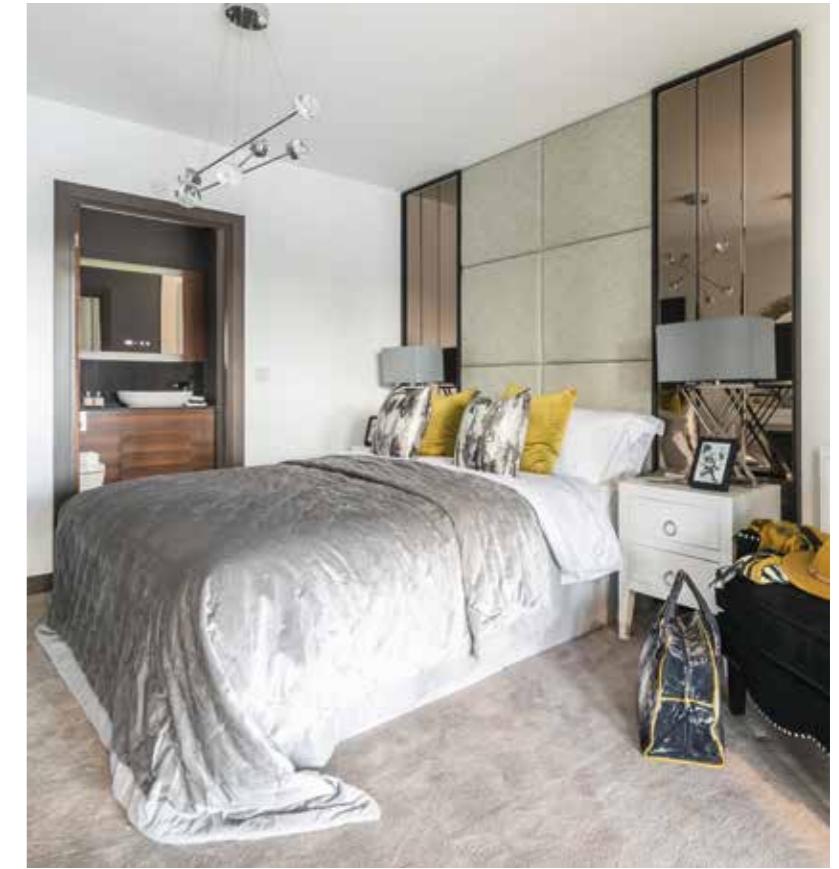
An exceptional development in two phases comprising of four residential buildings with three to seven storeys situated on the south bank of the River Nene, Fletton Quays has been designed to have a long-lasting and positive effect on this brownfield regeneration site.

## Regeneration

In 2015, Peterborough Investment Partnership brought forward a £120 million development plan to regenerate the 6.4 hectare site and Weston Homes is bringing Canary Wharf trendiness to Peterborough. The site includes both waterside residential and commercial space including offices, restaurants and leisure space and the landmark Hilton Garden Inn with a rooftop bar.



Computer generated image



With architecture similar to that found in London, with panelled glass façades to the river frontage, as well as brick and balconied elevations behind, the apartments benefit from a wide tree-lined waterfront boulevard with planting and even an “urban beach”. A number of apartments have balconies either off living areas or bedrooms where picturesque riverside views can be enjoyed.

### High specification

Each apartment is appointed with Weston Homes’ signature high specification with designer kitchens, luxury family and en-suite bathrooms, beautifully finished forest oak doors, polished chrome ironmongery and a choice of oak strip wood flooring to the main areas and carpets to the bedrooms. Virgin television has been added to the living area and master bedrooms and each apartment has full heating with gas fired radiators.

Not only is Fletton Quays an ideal place to call home it is also perfectly located with the M11 providing easy access to London, Essex and Cambridgeshire. Peterborough Railway Station, only a four minute drive from Fletton Quays, provides high speed services from Peterborough into London’s Kings Cross, with a journey time of just 48 minutes.



### Bob Weston, Chairman and Managing Director said:

*“Fletton Quays will provide a new community for Peterborough’s expanding population, providing high class city centre apartments in a striking architectural style more often associated with Canary Wharf. The redevelopment of the South Bank is also sure to cement Peterborough’s status as one of the UK’s fastest growing cities. With all it has to offer, there is no doubt that Fletton Quays will become the jewel in the crown of Peterborough.”*



# Eastfields

Coldhams Lane, Cambridge, Cambridgeshire, CB1 3HQ

A captivating development a stone's throw away from Cambridge City Centre

- ✦ **NUMBER OF HOMES:** 57
- ✦ **TYPES OF HOMES:** One and two bedroom apartments alongside three and four bedroom houses
- ✦ **LOCATION:** Only a 15-minute cycle ride to the railway station. Citi buses serve the area, and Eastfields sits within a golden triangle of the M11, A14 and A11, with the M25 and A1(M) easily accessed

‘Offering a perfect balance between rural and urban living’

Inhabiting a prime position on Coldhams Lane, Eastfields is a captivating development a stone's throw away from Cambridge City Centre. With excellent road and rail links, superb education, exceptional employment possibilities along with every amenity you could wish for; Eastfields is the place to be.

Cambridge is the fastest growing and most successful city, as mentioned in the UK Powerhouse Report 2018. The “Silicon Valley of the UK”, Cambridge's economy generates £9.3 billion worth of services and goods, employing over 130,000 people whilst the University of Cambridge, one of the world's oldest and most respected academic centres, attracts over 10,000 students from around the world as well as tourists and visitors alike.

## Perfect balance

Offering a perfect balance between rural and urban living, Eastfields is ideal for those looking for country living whilst offering access to a vibrant city lifestyle. Designed around wide leafy avenues, paved pedestrian pathways, private gardens and landscaped areas, Eastfields has a quaint community feel.



The properties at Eastfields are distinctive with brick façades, full height windows, balconies and terraces with glass balustrades. The one and two bedroom apartments have spacious open plan living and dining areas with fully fitted, high specification designer kitchens and luxury bathrooms. The three bedroom houses benefit from a spacious living room, family kitchen and dining area and an impressive master bedroom with ensuite.

## Luxurious

The four bedroom properties are equally well appointed and the living areas are across three floors with the luxurious master bedroom suite solely occupying the top floor. This spectacular arrangement allows for the master bedroom to have a private rooftop terrace, walk-in dressing area and ensuite bathroom.

Eastfields is perfectly positioned, only a 12 minute drive from Cambridge railway station, 3 miles from the A14 and 8 miles from the M11. Cambridge Railway Station offers regular services to Stansted Airport, London Kings Cross Station and London Liverpool Street.



**Bob Weston, Chairman and Managing Director said:**

*“Cambridge is the UK's fastest growing and most successful City, forecast to grow rapidly over the next decade. Weston Homes is helping to provide much needed housing which will provide homes for the people attracted to this “British Silicon Valley” and the new R&D, high-tech and academic jobs being created. Weston Homes strategy is to focus on providing aspirational yet affordable housing in the leading Powerhouse Cities of the UK which include Cambridge, London, Peterborough, Norwich and Reading.”*





# Ashton Grove

High Street North, Dunstable, Bedfordshire, LU6 1NH

The transformation of an old school providing an assortment of stunning properties to complement the period buildings

- ✦ **NUMBER OF HOMES:** 113
- ✦ **TYPES OF HOMES:** Conversion of one, two and three bedroom apartments and new build one and two bedroom apartments and three and four bedroom houses
- ✦ **LOCATION:** 32 miles north of London, 15 miles south of Milton Keynes, and 9 miles west of Luton, Ashton Grove is well connected with quick and easy access to the M1

‘Period features have been retained including vaulted ceilings, bay and large period windows’



Computer generated image



**Bob Weston, Chairman and Managing Director commented:**

*“Ashton Grove pays attention to both the heritage and future potential of the site. Set close to the scenic Dunstable Downs, this is an ideal residential address for both families and young professionals keen to invest in an area which is already seeing tremendous growth.”*

Set on the site of the old Ashton Middle School, Ashton Grove has been impeccably transformed to provide stunning apartments within the existing three buildings as well as four newly built apartment buildings which complement the period buildings, alongside townhouse, semi-detached and terraced family homes. The properties have been designed around a public art space and memorial garden providing a wonderful setting for families, professionals and first-time buyers alike.

Working in conjunction with the local community and Council, Weston Homes have safeguarded the heritage of this elegant Victorian school, originally founded by Frances Ashton in 1728, becoming Dunstable Grammar School in 1888 which subsequently became Ashton Middle School in 1973. Its notable former pupils included Kevin McCloud, TV presenter of Grand Designs and Gary Cooper, Hollywood star.

Each home has been built to Weston Homes' signature high specification. The designer

kitchens are spectacular with quality fixtures and fittings as standard including integral fridge/freezer, washer/dryer and dishwasher. The luxury family bathrooms and en-suites boast digitally controlled Smart Taps and Mirrors, storage space digital clock and demist pads.

## Restoration

With its impressive brick and stone façade the main building has large bay and mullion windows and ornate gables and cupolas. The original library of the school remains and has been transformed, offering a communal space for residents. Period features have been retained including vaulted ceilings, bay and large period windows. The original Science building has been converted to provide apartments with beautiful tall windows, carefully restored period details and generous ceiling heights. The gymnasium now contains five homes which overlook the atrium space. The new apartments, sympathetic to their surroundings, are designed to blend and



complement the original buildings offering style and substance.

Dunstable is an idyllic place, a quaint medieval market town with a bustling high street, independent shops and restaurants, entertainment and award-winning green spaces whilst having excellent connections to the M1 and A5.

# Lovats Chase

Ermine Street, Buntingford,  
Hertfordshire, SG9 9AZ

A beautiful development surrounded by areas of outstanding natural beauty and stunning countryside

- NUMBER OF HOMES:** 56
- TYPES OF HOMES:** Two bedroom apartment and two, three, four and five bedroom houses
- LOCATION:** Around one mile to the A10 for connections north to Cambridge and south to Hertford and towards the M25. Stansted Airport is 21 miles east, or Luton is less than 30 miles to the west

‘All properties are traditionally built, with a mix of render, cladding and brick’

An eclectic collection of beautiful homes, Lovats Chase is set in the historic town of Buntingford. Surrounded by areas of outstanding natural beauty along with stunning countryside, the properties line a central avenue. Buntingford, the county's smallest town, is a charming market town, steeped in history and is rich in Georgian and medieval architecture. Pubs and restaurants sit alongside independent shops, supermarkets, butchers, florists and coffee shops in this close-knit community which is further enhanced by Lovats Chase.

All properties are traditionally built, with a mix of render, cladding and brick. Internally the apartments and houses benefit from Weston Homes' exceptional fixtures and fittings including doors, kitchens and

bathrooms. Some apartments feature striking inset balconies and the residents can enjoy communal outdoor space as well as private gardens to the houses.

## Wonderful community

Buntingford has a wonderful community feel. Football clubs, a dramatics society, a swimming pool, cricket club, two playing fields and a recreational ground are just a short distance away whilst connections by the A10 are only around one mile away. Families also have a choice of outstanding schools in the area to choose from. In nearby Royston, regular rail links to London King's Cross and Cambridge are available or alternatively trains to London Liverpool Street run from Ware.



# Millers Quarter

Bury St Edmunds, Suffolk, IP32 6AD

A stunning collection of modern and luxurious apartments in the historic market town of Bury St Edmunds in Suffolk

- ✕ NUMBER OF HOMES: 135
- ✕ TYPES OF HOMES: One and two bedroom apartments
- ✕ LOCATION: Millers Quarter lies on the A14 trunk road between Cambridge, 42 km (26 miles) to the east, and Ipswich, 37 km (23 miles) to the west

‘Each of the development’s beautifully designed homes feature contemporary open-plan living areas’



Computer generated image

Idyllically located close to the centre of historic Bury St Edmunds, Millers Quarter offers the complete package for a fulfilling and modern lifestyle. Attention to detail is paramount in every home at Millers Quarter, with one and two bedroom, highly finished luxurious apartments that offer open-plan living areas with bespoke designer kitchens and high specification bathrooms.

## Contemporary

With their contemporary design and perfect location close to the A14 and Bury St Edmunds railway station, whilst being within walking distance of the town centre, Millers Quarter is in a prime position.

Weston Homes’ signature high standard is apparent at Millers Quarter with opulent bathrooms, immaculate kitchens with superb, high quality fittings and fixtures as standard.



Computer generated image

## Bob Weston, Chairman and Managing Director commented:

*“Millers Quarter is a development which bridges the gap between the old and the new. Bury St Edmunds is one of the most historic towns in the United Kingdom and walking through it is like being transported to a different century, however, Weston Homes have ensured that each apartment in Millers Quarter has been designed to the highest specification for ultimate modern convenience. It presents an unprecedented opportunity to have the best of both worlds, a beautiful, contemporary apartment in a town rich with interesting history.”*

# Nightingale Rise

Moreton Road, Buckingham,  
Buckinghamshire, MK18 1JZ

Transformation of a former historic site into a stunning collection of houses and apartments

- ✕ NUMBER OF HOMES: 61
- ✕ TYPES OF HOMES: One and two bedroom apartments and three and four bedroom houses
- ✕ LOCATION: Located in the northernmost tip of Buckinghamshire and a little over ten minutes from the M40 and M1

‘Chic interiors offer balance of space and style with Weston Homes’ signature designer state-of-the-art fixtures and fittings’

Weston Homes have transformed this former historic site into a stunning collection of 61 elegant houses and apartments. Once the formal gardens of Lord Cobham’s country estate, the development has attracted many first-time buyers, downsizers and investors taking advantage of the competitively priced attractive properties set in this ideal location with superb transport links. Positioned in the heart of Buckingham, Nightingale Rise is a short distance from Milton Keynes railway station where London Euston is just a 35 minute journey away.

## Contemporary

With communal landscaped gardens, along with courtyard gardens to selected apartments as well as allocated parking to all apartments, including garages, an undercover parking area and outside spaces, Nightingale Rise offers the choice of homes with contemporary style and convenience and timeless design. The houses have contrasting brick and render façades and pleasing features including feature brick chimneys, dormer windows, canopy style entrance porches and undulating roofscapes.



### Bob Weston, Chairman and Managing Director said:

*“Nightingale Rise provides the perfect fusion of modern and traditional living, thanks to the site’s historic roots combined with contemporary homes with state of the art specification provided by Weston Homes.*

*“Given its location and the development’s entry-level price, it comes as no surprise that this collection of attractive homes is being eagerly snapped up by first-time buyers, as well as investors and downsizers. Buckingham is an attractive market town with easy transport links to London from Milton Keynes.”*

Chic interiors offer balance of space and style with Weston Homes’ signature designer state-of-the-art fixtures and fittings. Open plan living gives a spacious feel to the apartments and the new show apartment, designed by Blocc Interiors, is furnished in a bold yet contemporary style.

Ideally situated just a brisk walk from the centre of Buckingham with easy access to the M40 or M1 and a new station at nearby Winslow scheduled for completion in 2019, Nightingale Rise is an outstanding place to live, work and play.



# The Gables

Thorpe Road, Peterborough, Cambridgeshire, PE3 6JD

Bringing new life to an area of Peterborough with refurbishment of listed buildings and contemporary new homes

**NUMBER OF HOMES:** 63

**TYPES OF HOMES:** Conversion of one, two and three bedroom houses and apartments and new build three, four and five bedroom houses

**LOCATION:** Situated seven miles from junction 17 of the A1 with direct access to the M25 and cities such as London. Northampton and Milton Keynes are also within easy reach

**‘The Gables has brought new life to the local area, with exceptional architecture and thoughtful refurbishment’**



Previously the site of Peterborough District Hospital, which served Peterborough and North Cambridgeshire, The Gables development includes considerate refurbishment of Grade II listed buildings as well as contemporary new homes.

The Gables sold out in 2018, a testament to Weston Homes’ process on finding the right site to build upon and the quality of the build. The Gables has brought new life to the local area, with exceptional architecture and thoughtful refurbishment, the 63 stylish new homes are built across two areas. In Zone C there are just four and five bedroom homes and a refurbished listed building offering two semi-detached houses whilst Zone F consists of 47 spacious new homes ranging from 1,193sq.ft to 2,400sq.ft.

Each property has allocated parking, a driveway or a garage and generous gardens. The fully restored and converted Grade II listed building now contains nine one and two bedroom apartments including a duplex. The building dates back to 1895 and was designed in a Jacobean/Tudor style. Designed by John Alfred Gotch and originally the home of a wealthy coal merchant, John Beeby, it was

sold in 1933 to George Ralph Baker, a director of an engineering firm, and finally becoming a hospital in 1947.

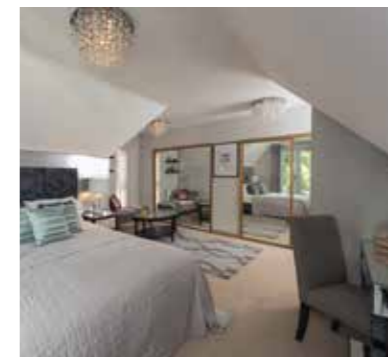
### Exclusive technology

Each home at The Gables is complete with Weston Homes’ signature high specification designer kitchens and innovative bathrooms. The exclusive technology helps to reduce water bills and offers precise temperature and flow for the residents. Oak or walnut engineered wood flooring to the living area and hallway grace each property whilst the bedrooms benefit from fabulous fitted carpets.

Perfectly positioned in this Cathedral city, The Gables’ residents can enjoy a bustling city centre where shopping, restaurants and entertainment are abundant and gyms, golf and walks in the country are plentiful. Connectivity to London, Essex and Cambridgeshire are superb with the M11 in easy reach and, located just half a mile from The Gables, rail links via the East Midland Main Line to London Kings Cross to the south and Edinburgh to the north.



Computer generated image



# Imperial Place

Station Road, Baldock, Hertfordshire, SG7 5BS

Unique properties blending harmoniously with their neighbours in historic Baldock

- NUMBER OF HOMES:** 50
- TYPES OF HOMES:** One and two bedroom apartments and three bedroom houses
- LOCATION:** Located on the crossroads of the ancient Icknield Way and the Great North Road, 37 miles north of London and 14 miles northwest of the county town of Hertford



## ‘Baldock has been a perfect place for Weston Homes to create homes’



With all properties sold out, Imperial Place has been another success for Weston Homes. Located in Baldock, the development is next to Raban Court, an historic 16th Century building, once the Talbot Inn and now a large complex of maltings. Imperial Place was designed to blend in harmoniously with its neighbours with architectural features including attractive brick arch details, sash windows and black weather-boarding.

### Thriving community

The historic market town of Baldock is located on the crossroads of the ancient Icknield Way and the Great North Road, 37 miles north of London and 14 miles northwest of the county town of Hertford. Baldock is a thriving community and has a plethora of amenities including a bakery, butchers, supermarket, Post Office, doctors surgery and library along with specialist outlets including antique and home furnishing shops and an art gallery as well as a market held every Wednesday.

The stunning Hertfordshire countryside is minutes away from the town centre and there are green open spaces, winding footpaths

and interesting villages and hamlets to explore. Baldock has been a perfect place for Weston Homes to create new homes.

The finest contemporary convenience together with timeless design effortlessly complement the surroundings. Designer, state-of-the-art fittings and stunning finishes provide chic and elegant interiors and all properties have their own allocated parking.



# Adderley Riverside

Southmill Road, Bishop's Stortford, Hertfordshire, CM23 3DJ

A delightful choice of apartments and houses in the sought after town of Bishop's Stortford

- ✦ NUMBER OF HOMES: 70
- ✦ TYPES OF HOMES: One and two bedroom apartments and three bedroom houses
- ✦ LOCATION: Nestled minutes away from the centre of town with a desirable riverside location. Conveniently located near to the train station, M11 and Stansted Airport

‘Bishop’s Stortford is a premium location with a range of amenities within easy reach’

Weston Homes launched Adderley Riverside in April 2017 and the delightful choice of luxurious one and two bedroom apartments and three bedroom houses are all sold.

The much sought after town of Bishop's Stortford, nestled on the border of Hertfordshire and Essex, is a premium location with a range of amenities within easy reach and marvellous travel networks via road, rail and air.

## Contemporary

Bishop's Stortford embodies perfection between the old and the new – a historic fabric with a vibrant contemporary culture. Rich in

history, with humble beginnings dating back to the time of William the Conqueror, Bishop's Stortford offers a unique lifestyle. The town centre is easy to explore by foot from your home at Adderley Riverside with a mix of high fashion stores, independent boutiques and the Jackson Square Shopping Centre. A wealth of entertainment is on offer from arts events to a cinema. Stunning riverside walks and vast open spaces are all close by.

The apartments and houses at Adderley Riverside are built to exceptionally high standards with designer fixtures and fittings. All properties are thoughtfully designed to complement the stunning riverside setting and carefully considered interiors offer a balance of space and style.



# Anglia Square

Norwich, Norfolk, NR3 1DZ

Weston Homes' largest development to date regenerating an area of Norwich city centre

- ✕ **NUMBER OF HOMES:** Up to 1,250
- ✕ **TYPES OF HOMES:** One, two and three bedroom apartments and duplexes plus commercial and leisure facilities
- ✕ **LOCATION:** Located in central Norwich city centre and with excellent transport links to Cambridge and London

‘Anglia Square will deliver new homes that meet Norwich’s needs’



Computer generated image

Set to become Weston Homes' largest development to date, Anglia Square will regenerate the area bringing a wide range of opportunities and increased employment, boosting the local economy. The development will include an improved shopping centre, cinema, restaurants, bars and cafés and up to 1,250 homes.

Anglia Square will deliver new homes that meet Norwich's needs, revitalise the retail and leisure provision, acting as a catalyst for the wider economic regeneration of the northern city centre, whilst preserving key views to the Cathedral from St Augustine's Street and Anglia Square and provide substantial new public open spaces.

**Bob Weston, Chairman and Managing Director, says:**

*“Based on two years of extensive discussions with the City Council and local community the proposals for Anglia Square will transform it into a vibrant mixed-use urban quarter. Bringing inward investment and job creation, the regenerated site would help to further enhance the local community and complement the existing city centre.”*



Computer generated image



Taking a number of years, the redevelopment of this brownfield site will take place over four phases. This will minimise disruption to existing businesses and residents and will deliver benefits as early as possible to the area.

### Panoramic views

High quality buildings with expanses of glazing, balconies and rooftop terraces with feature detailing to the façades will house shops, restaurants and leisure at ground level with apartments above. Those on the upper floors will have panoramic views over Norwich City Centre.

Historically Anglia Square has been subject to several abandoned or stalled proposals. Weston Homes is committed to changing this and providing a successful future for the site. The value the Company brings is the fact

## ‘The upper floors will have panoramic views over Norwich City Centre.’

that Weston Homes is a highly successful housebuilder of 30 years standing and we have the track record and financial stature to deliver on the proposals.

With excellent transport links, Norwich stands north of the A47 with Great Yarmouth to the east and Peterborough and Kings Lynn to the west. Cambridge can be easily reached via the M11. Trains take under two hours to the capital from Norwich railway station.



# 3 & 4 Station Square

Cambridge, Cambridgeshire, CB1 2JD

A new development in the heart of Cambridge and part of the CB1 regeneration project

- ✕ NUMBER OF HOMES: 89
- ✕ TYPES OF HOMES: One and two bedroom apartments and duplexes
- ✕ LOCATION: Located in Cambridge city centre with excellent transport links to East London via the M11 and the City on the A10

‘Situated in the heart of Cambridge City Centre, with its associated history and cultural appeal’

The site measures approximately 1.11 acres (0.45 Ha) and is located directly adjacent to the railway station, in a prominent position at the junction of Station Road and Station Place, and in the heart of the new CB1 quarter. Situated on a corner plot, the site currently comprises Murdoch House, an existing three-storey office building and temporary modular office pods.

Situated in the heart of Cambridge City Centre, with its associated history and cultural appeal, the site provides excellent transport links and

access to extensive shopping facilities, high quality restaurants and amenities, as well as the renowned University. It is anticipated that the development will attract first-time buyers, investors and downsizers.

## Regeneration

CB1 is the regeneration of the Station Road area of central Cambridge, which consists of mixed commercial and residential uses with associated open spaces. The City is home to

the world-renowned University of Cambridge, which was founded in 1209.

Cambridge has excellent transport links to London, with the M11 running directly into East London, and the A10 southbound into the City and northbound connecting to Kings Lynn. In addition, the A14, which is currently undergoing significant improvement works, connects to Huntingdon to the east and Ipswich to the west. Cambridge railway station also connects directly to London Kings Cross in less than an hour.



Computer generated image

# Edinburgh Way

Harlow, Essex, CM20 2JE

A significant development on the south bank of the upper Stort valley with exceptional transport links and access to green space

- NUMBER OF HOMES:** 361
- TYPES OF HOMES:** One, two and three bedroom apartments
- LOCATION:** Located in North Harlow and next to Harlow Town train station with direct access to central London and Cambridge

**‘We anticipate that the development will attract first-time buyers, investors and downsizers’**



Computer generated image



Computer generated image

The site is located within a highly sustainable location, with direct access to central London and Cambridge by rail and bus services and within walking and cycling distance of a range of leisure, shopping and recreational services situated in Harlow town centre.

Harlow is home to a number of major employers including GSK, PitneyBowes and Pearson, and is also well located for access to Stansted Airport which employs 11,600 people in over 200 airport related businesses. We anticipate that the development will attract first-time buyers, investors and downsizers due to its location by the railway station, as well as easy links to the town centre.

## New town

Harlow is a large town of 82,200 people located in West Essex, bordering East Hertfordshire. It is located on the M11 motorway corridor between London and Cambridge; the motorway passes to the east of the town. Much of the town was developed as a new town following WWII under the New Towns Act 1946. The masterplan for Harlow was developed by Sir Frederick Gibberd; the town was planned from the outset to provide for home, employment and leisure, and was designed to respect the existing landscape. A number of large parks were designed to cut through the town and separate the



Computer generated image

neighbourhoods, which were formed from the villages of Great Parndon, Latton, Tye Green, Potter Street, Churchgate Street, Little Parndon, and Netteswell. Each of the town’s neighbourhoods is self-supporting with its own shopping precincts, community facilities and pubs.

The site itself is located to the north of the town centre, next to Harlow Town Train Station. It occupies a large area of land on

the south bank of the upper Stort Valley, which has been made navigable through other towns, and features a canal section near its watermill.

The site is located amongst significant areas of green space, including Harlow Town Park to the south, which incorporates a well-equipped play area, Marshgate Spring Nature Reserve and the canal towpaths along the River Stort to the north and east.

# Southern Region

Eight unique developments in touching distance of the capital

## Current Developments

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3 The Foundry, Hackney Wick



5 Queens Walk, East Grinstead



7 Watford Cross, Watford



2 Precision, Greenwich



4 Reading Riverside, Reading



6 Springfield Park, Maidstone



8 Manor Lane, Feltham



View from a Skyline Apartment at Precision

# Stratford Riverside

80-92 High Street, Stratford, London, E15 2NE

A prestigious and iconic development located on the southern edge of the Queen Elizabeth Park

- ✦ **NUMBER OF HOMES:** 202
- ✦ **TYPES OF HOMES:** One, two and three bedroom apartments and penthouses plus two commercial units
- ✦ **LOCATION:** Stratford is situated in East London and has five railway stations linking residents to every corner of London, and the UK - by Crossrail and Overground, by train and tube

‘Designed to deliver a finish and an outlook that creates a new benchmark for exclusive London living’



An enviable address in one of London’s fastest growing districts, Stratford Riverside is a prestigious and outstanding development. With homes of individuality, character and comfort, located on the southern edge of the Queen Elizabeth Park, the development offers luxurious living and stunning views of London.

The iconic 27 floor tower is the tallest building Weston Homes has developed and includes underground parking, an on-site gym and cycle storage. With its own 7th floor expansive roof garden the impressive panoramic views over the City of London are a delight.

### Flagship development

The Platinum Penthouse occupies the entire 27th floor of this dazzling flagship development offering sophisticated, elegant and engaging living, with exquisite finishes, natural textures and fine detailing, the epitome of style, design and exclusivity.

Covering 2,820 sq ft, the apartment has 3 spacious bedrooms, 3 luxurious en-suite bathrooms, six balconies, a large terrace and an outdoor entertainment space with hot tub and bar. Designed to deliver a finish and an outlook that creates a new benchmark for exclusive London living, the Platinum Penthouse elegantly reflects both the building’s architecture and grandeur of the setting.

Canary Wharf, O2 Arena, The Shard and The Gherkin make a breathtaking view on the horizon from the expanse of windows and balconies. The magnificent architecture of the Olympic Stadium, unusual ArcelorMittal Orbit and conceptual Aquatic Centre form the neighbourhood. Stratford offers outstanding shopping, with Westfield Stratford City within a short walking distance. Here, you can also find sophisticated casinos, fine restaurants, international hotels and cinemas.

Weston Homes has achieved its aim to set new benchmarks for specification quality and lifestyle features.



# Precision

Christchurch Way, Greenwich, London, SE10 0AG

Precision is positioned in an enviable position to enjoy the London lifestyle with fantastic connectivity

- ✦ NUMBER OF HOMES: 272
- ✦ TYPES OF HOMES: One, two and three bedroom apartments and duplexes and three bedroom houses
- ✦ LOCATION: Precision is in South East London with the Jubilee Line and DLR on its doorstep for connections into the City

‘The new Skyline Apartments at Precision consist of four exceptional apartments with unparalleled views over the Thames’

Located close to The O2 with the leisure facilities, restaurants and shops surrounding it, Precision is positioned in an enviable position to enjoy the London lifestyle with fantastic connectivity. Access to East London and the City of London via the Blackwall Tunnel is easy whilst North Greenwich Underground at the O2 provides access to the Jubilee Line with a one stop journey to Canary Wharf. Westfield Shopping Centre at Stratford is nearby where a myriad of retail experiences are available as well as culinary offerings and entertainment.

The new Skyline Apartments at Precision, consist of four exceptional apartments with unparalleled views over the Thames and Isle of Dogs. At 193ft above ground level they are located on the top floor of the Buchanan Tower; one of four separate apartment blocks which form the Precision development.

## Unique development

Each spacious apartment provides three bedrooms, private recessed balconies, a generous double reception room with floor





‘Luxury, quality, style and sophistication are in abundance in this unique and impressive development’

to ceiling windows. Luxury, quality, style and sophistication are in abundance in this unique and impressive development.

**Renowned**

Finer details from the renowned signature range offered by Weston Homes are immediately apparent in the apartments. Walnut or oak doors with highly polished chrome handles, matching architraves, skirting and strip flooring give an instant impression of luxury to the main living areas.

The discerning chef will find well equipped kitchens with Quartz stone worktops, integrated chopping board, designer stainless steel sinks and quality “Fascino” instant boiling water taps whilst the bathrooms exude luxury and quality craftsmanship with Smart showers and baths, tiled floors and walls, subtle LED down lights and heated chrome towel rails.

**Bob Weston, Chairman and Managing Director said:**

*“These stylish Skyline Apartments are the highest apartments currently available for sale at Precision in Greenwich, and offer panoramic views over Greenwich, the River Thames and Isle of Dogs. Precision is a landmark residential address located on a premium Greenwich peninsula site. These spacious apartments have a range of designer fixtures and fittings.”*



# The Foundry

Monier Road, Fish Island, Hackney Wick, London, E3 2PS

The homes in this new community feature stunning high specification fixtures and fittings throughout; a signature of Weston Homes

- ✕ NUMBER OF HOMES: 121
- ✕ TYPES OF HOMES: One, two and three bedroom apartments and three bedroom duplexes plus six commercial units
- ✕ LOCATION: Located in the heart of Fish Island, positioned a stone's throw away from the Queen Elizabeth Olympic Park

## 'Each home has either a balcony or terrace and a communal roof terrace for residents; an ideal place to entertain'



In an area undergoing major regeneration, Hackney Wick and Fish Island have been elevated and considered to be the new Shoreditch, as mentioned in "The Telegraph". A stone's throw away from the Queen Elizabeth Olympic Park, built around a beautiful network of canals, Hackney Wick and Fish Island are rich in residential and industrial heritage.

### Stunning

The homes in this new community feature stunning high specification fixtures and fittings throughout; a signature of Weston Homes. The Oakwood designed kitchens include quartz stone worktops and upstands, luxury hotel style Fascino designer curved taps with a hose-spray extension and an instant boiling water tap along with integrated Zanussi appliances.

In the opulent and contemporary bathrooms and en-suites, there are fitted mirrors,

bespoke cabinets, heated chrome towel rails and high quality wall and floor tiling.

Each home has either a balcony or terrace as well as a communal roof terrace for residents; an ideal place to entertain.

### Diverse collection

The largest covered shopping centre in London, Westfield, is in close proximity where residents can enjoy over 250 shops from premium brands to high street fashion amongst a diverse collection of restaurants, coffee shops and fast food outlets to refuel.

Transport links are excellent with connections from Stratford Station to the Central Line, Jubilee Line and Docklands Light Railway. The West End and The City are within easy reach for commuters. Within walking distance of The Foundry, Stratford International links to St Pancras and international destinations; Brussels and Paris.





# Reading Riverside

Berkeley Avenue, Reading, Berkshire, RG1 6EL

Reading Riverside is a spot of tranquillity amongst the hustle and bustle of busy life

- ✕ NUMBER OF HOMES: 112
- ✕ TYPES OF HOMES: One, two and three bedroom apartments
- ✕ LOCATION: Just a 15 minute walk from Reading city centre and well connected, with major motorways on three sides

‘Reading is one of the country’s brightest and growing young cities and has something to offer for everyone’



Computer generated image

Set on the banks of the River Kennet, just a 15 minute walk from the city centre, Reading Riverside is a spot of tranquillity amongst the hustle and bustle of busy life. Residents enjoy contemporary living in open plan, thoughtfully designed apartments in this peaceful space which is very well connected to major routes.

## Thriving

Reading is one of the country's brightest and growing young cities and has something to offer for everyone from entertainment to employment; a thriving and prosperous place to call home. Each apartment boasts high specification luxury and modern fixtures and fittings. The fully fitted



kitchens are designed by Oakwood Kitchens and include quartz stone worktops with integrated Zanussi appliances. The luxurious bathrooms and en-suites include Fascino digitally controlled Smart Taps, Smart mirrors with LED lighting, inbuilt digital clock and de-mist pad, and porcelain wall and floor tiles provided by RAK Ceramics.

### Stunning

With something to offer everyone, Reading has 90 shopping outlets, bars, restaurants and entertainment in abundance. The Oracle offers a haven of retail therapy and relaxation with an 11 screen cinema whilst the Hexagon

Theatre stages productions of all genres including drama, music, dance and comedy. 100 parks offer green open spaces and the riverside paths offer stunning scenery in which to walk, cycle or run.

The capital of the Thames Valley, Reading, is home to 13 of the world's top brands including Microsoft, PepsiCo, AMEC and Prudential along with an abundance of well known and respected financial companies such as PricewaterhouseCoopers LLP, KPMG LLP and Deloitte. Plans to build a £36 million science park, creating 5,000 jobs, and providing 800,000sq.ft of laboratory and office space at The Thames Valley Science Park, are planned by the University of Reading.



Computer generated image

# Queens Walk

East Grinstead, West Sussex, RH19 4DW

Queens Walk is ideally located for young professionals and couples yearning convenient commuting and suburban living

- NUMBER OF HOMES:** 129
- TYPES OF HOMES:** One and two bedroom apartments
- LOCATION:** Located in the heart of East Grinstead. Only a 20 minute drive to the M23, which provides easy access to Gatwick and the M25

‘With areas of natural beauty and historical significance in the surrounding area there is plenty to explore’

Queens Walk is ideally located for young professionals and couples yearning convenient commuting and suburban living. East Grinstead Railway station is only 10 minutes away by foot and offers services into London Victoria every 30 minutes, whilst for every day living needs, the main retail centre is on the doorstep.

## Natural beauty

With areas of natural beauty and historical significance in the surrounding area, there is plenty to explore. The principal home of Sir Winston Churchill, Chartwell, is nearby, as is Hever Castle, Anne Boleyn’s childhood home, or Ashdown Forest, an ancient area of open heathland.

Each of the beautifully designed homes benefit from superbly designed bespoke kitchens, high specification bathrooms and contemporary open-plan living areas.



Computer generated image



# Springfield Park

Royal Engineers' Road, Maidstone, Kent, ME14 2LE

Springfield Park provides luxury living redefined. A peaceful sanctuary away from the pace of everyday life

- ✕ NUMBER OF HOMES: 502
- ✕ TYPES OF HOMES: One, two and three bedroom apartments plus a commercial unit
- ✕ LOCATION: Located Less than 5 minutes from the M20 motorway and 56 minutes into central London

‘The high quality apartments are of an exceptional standard, laid out with care and attention’



Computer generated image

Springfield Park provides luxury living redefined. A peaceful sanctuary away from the pace of everyday life, this riverside setting is ideally situated for travel links by road and rail.

## Vibrant

Springfield Park, Maidstone, set in the vibrant county of Kent, known as the Garden of England, is well served. The residents will be able to enjoy stylish department stores, spacious shopping centres as well as a thriving local market, whilst the vast



shopping and retail destination Bluewater is a mere 25 minute drive away. Quirky unique shops and a range of supermarkets are also nearby to Springfield Park to satisfy everyday needs.

### Connections

Just moments away from the M20 and a short distance from the M25, Springfield Park is ideally situated for work and leisure. Both Maidstone West and East Railway Stations offer frequent services to London St Pancras and London Victoria with a journey time of an hour. To the southeast, Ashford Eurotunnel is a 29 minute drive and Dover Port only 44 miles away.

The high quality apartments are of an exceptional standard, laid out with care and attention to provide spacious living areas and the Weston Homes' signature, phenomenal fixtures and fittings. All apartments benefit from terraces and balconies with some providing spectacular views of the River Medway and the beautiful Green Flag Award winner, Whatman Park.



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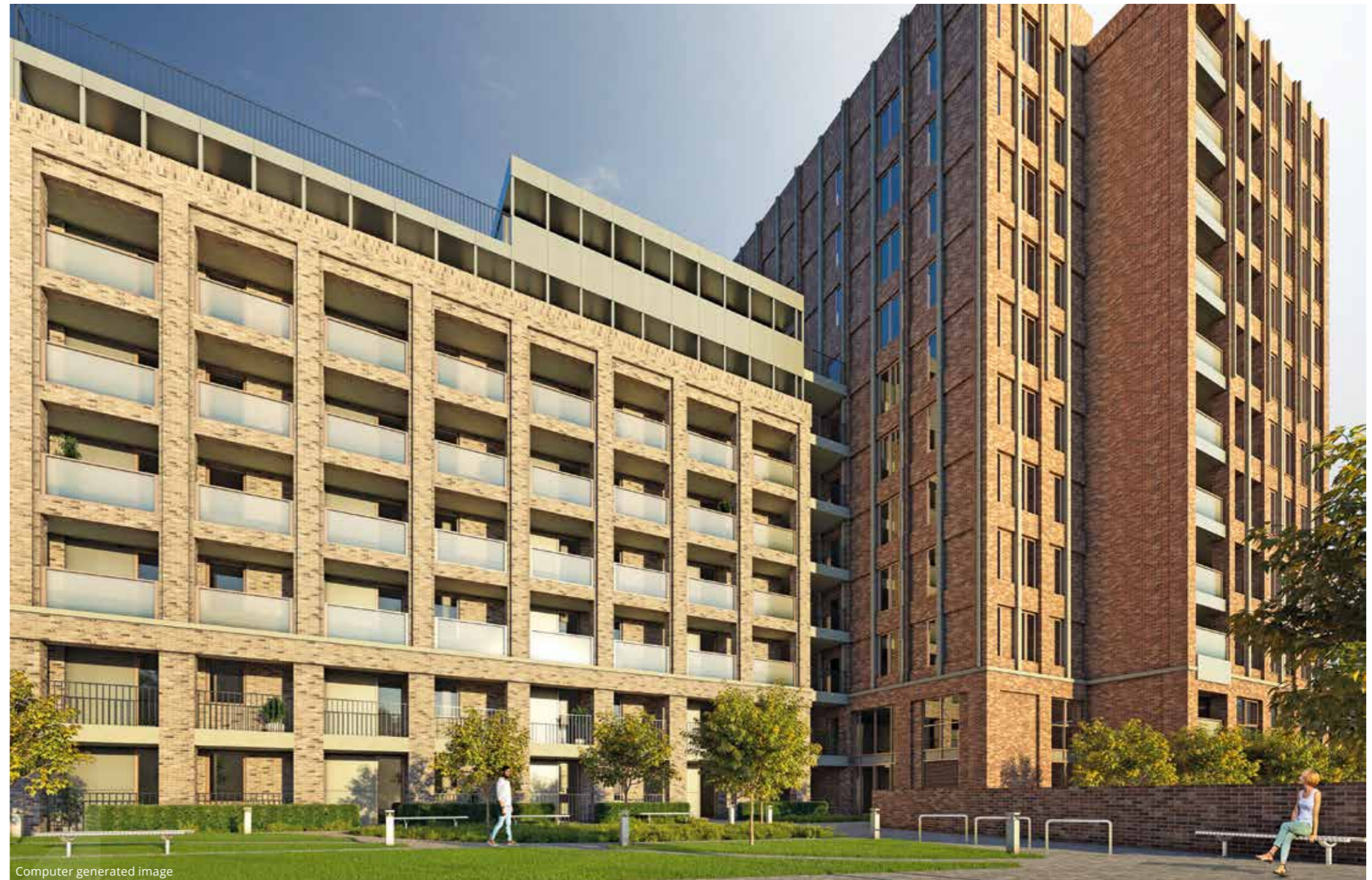
# Watford Cross

St Albans Road, Watford,  
Hertfordshire, WD24 5BB

A new development set on a triangular plot situated north of Watford town centre

- ✕ NUMBER OF HOMES: 146
- ✕ TYPES OF HOMES: One, two and three bedroom apartments plus two commercial units
- ✕ LOCATION: Situated north of Watford town centre and with easy access to Watford Junction train station

‘The town of Watford is surrounded by some of the best independent schools in the country’



The site is situated to the north of Watford Town Centre and Watford Junction, occupying approximately half of a triangular plot of land. To the north it borders Bedford Street, St Albans Road is to the east, and the West Coast Mainline railway is to the south.

There is direct access to London Euston via Watford Junction Station, situated only a short walk away. Within the local vicinity there is a range of employment, leisure, shopping and recreational services.

Watford is a commercial and retail hub at the centre of a sub-region serving approximately 500,000 people within

a 20 minute travel time. The town of Watford is surrounded by some of the best independent schools in the country including The Royal Masonic School for Girls and Merchant Taylors School. There are also 13 “outstanding” rated primary schools and 2 “outstanding” secondary schools within 5 miles of the development.

## Rich heritage

Watford has a rich heritage as both an agricultural community and industrial area. Following the construction of the Grand Union Canal and the “London and

Birmingham Railway” in the 18th and 19th Centuries respectively, the town began to grow rapidly.

This growth has continued throughout the 20th Century with Watford now being the largest town in Hertfordshire and the only non-metropolitan borough completely contained within the M25. The town benefits from excellent transport links, including the London Overground and Underground, West Coast mainline railway, M1 and M25 all linking the borough with the rest of Hertfordshire, Greater London and the Midlands, as well as providing easy access to Heathrow, Luton and Stansted airports.

# Manor Lane

Feltham, London, TW13 4EX

A new development combining superb travel links and access to a vast array of leisure, retail and recreational services

- ✕ NUMBER OF HOMES: 104
- ✕ TYPES OF HOMES: One, two and three bedroom apartments
- ✕ LOCATION: Close proximity to Heathrow Airport with excellent rail and road connections to central London

**‘The site is ideally located for those who travel overseas regularly, whilst offering employment opportunities provided by Heathrow itself’**



Computer generated image

The site is located within a highly sustainable location, with direct access to central London via rail and bus services, as well as within walking and cycling distance of a range of leisure, shopping and recreational services situated in Feltham town centre.

Due to its proximity to Heathrow Airport, the site is ideally located for those who travel overseas regularly, whilst offering the additional benefit of employment opportunities provided by the airport itself. We anticipate that the development will attract first-time buyers, investors and downsizers.

Feltham is a suburban town in the London Borough of Hounslow, 13 miles west of central London and just 3.6 miles by car to London Heathrow Airport Terminal 4 and 7.6 miles by car to London Heathrow Airport Terminal 3.

## Amenities

There are various local amenities in close proximity to the site including Leisure West, an entertainment park which provides a range of facilities, including a Cineworld multiplex. The town also has a number of supermarkets,

restaurants, hotels and pubs on its high street as well as a town centre shopping location - “The Centre Feltham”.

The development site is located 0.4 miles from Feltham Railway Station, which provides regular services to London Waterloo, approximately every 10 minutes, and Weybridge, Reading, Windsor and Eton Riverside every 30 minutes.

The development site is also located approximately 2 miles from Kempton Park Railway Station, which provides regular services to London Waterloo and Shepperton every half an hour.

# Eastern Region

Ten vibrant developments offering superb commuting connections to the city

## Current Developments

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1 The Denham Film Studios, Denham



3 The Elms, Mountnessing



5 Heron Gate, Great Baddow



2 Langley Square, Dartford



4 Rivermill Lofts, Barking



6 Prospects House, Southend-on-Sea



7 Victoria Avenue, Southend-on-Sea



9 Abbey Retail Park, Barking



8 Brentwood Police Station, Brentwood



10 Skyway House, Takeley



Atrium at The Denham Film Studios



# The Denham Film Studios

Denham Media Park, North Orbital Road, Denham, Buckinghamshire, UB9 5HQ

A unique and exclusive development rich in film history

- NUMBER OF HOMES:** 224
- TYPES OF HOMES:** Conversion of one, two and three bedroom apartments and new build one, two and three bedroom apartments and four and five bedroom houses
- LOCATION:** Just a few miles from the M25 and M40 and only 30 minutes by train to central London

‘With meticulous design and attention to detail, Weston Homes have created homes of an excellent standard’

The Denham Film Studios is a unique and exclusive development on a 10.7 acre site consisting of 224 converted and newly built homes. Inspired by the film business in both Britain and Hollywood, and taking a lead from the Art Deco period, the properties blend and harmonise with the covered Grade II listed Denham Film Studios building originally built in 1936.

Every road within the development is named after individuals with links to Denham and the film industry and in January 2018, Katharina Kubrick, daughter of Stanley Kubrick (director of blockbuster movies such as 2001: A Space Odyssey, The Shining and Full Metal Jacket), opened the first road named after her father.

## Art Deco

In the 683 sq.m landscaped piazza, Celluloid Plaza, an Art Deco atrium, Weston Homes have unveiled movie themed glass sculptures containing scenes from movies produced at the film studios. The sculptures are backlit which makes an impressive sight at night. Residents and visitors can sit amongst the trees and green planters to enjoy the sculptures and spend time in the piazza.

The restored Grade II listed former studio headquarters and laboratory houses the Art Deco atrium known as Korda House, named after Alexander Korda, founder of the

**Bob Weston, Chairman of Weston Homes, said:**

*“The opening of Celluloid Plaza and the atrium at Denham is part of the evolution of the former studios into a vibrant new residential address, inhabited by people, homes and movie-themed amenities. The plaza’s glass sculptures pay tribute to Stanley Kubrick, a phenomenal director who has such strong ties to Denham. Through his films, Stanley Kubrick has had a lasting impact on our culture and it is therefore highly fitting that the plaza commemorates his work at the site where so many of his movies were completed.”*



Celluloid Plaza





studios. Korda House, a 6,200 sq.m, three storey building rendered in white contains 49 apartments. The spectacular, triple height Art Deco atrium has a water feature at ground level and a glass roof providing a light and airy space. A graceful entrance foyer with an on-site concierge, restored Art Deco cinema and cocktail bar further enhance the ambience of The Denham Film Studios along with a movie museum and community hall.

### Character

With meticulous design and attention to detail, Weston Homes has created homes of an excellent standard with a modern design and specification whilst a hint of Art Deco character presides. With the ultimate comfort and convenience, this is a truly amazing location to call home. Timeless oak flooring runs throughout the living areas, designer stylish fitted kitchens with quality fixtures and fittings and luxurious bathrooms are in each and every apartment and house.



**Katharina Kubrick, Stanley Kubrick's daughter, said:**

*"I'm sure dad would be pleased to know that people will be able to sit in Celluloid Plaza alongside images from his movies and it's the type of space where millennials and future generations who are unfamiliar with his movies may be inspired to seek out his films and become the next generation of Stanley Kubrick fans."*



# Langley Square

Mill Pond Road, Dartford, Kent, DA1 5LR

The vibrant riverside garden village provides a leafy suburb for residents

- ✕ NUMBER OF HOMES: 728
- ✕ TYPES OF HOMES: One, two and three bedroom apartments plus three commercial units
- ✕ LOCATION: Inside the M25 motorway and just 40 minutes into central London

‘An ideal location for couples and families wanting to live within easy commuting distance of the capital’



Langley Square, in the sought after town of Dartford, is situated just 40 minutes into central London and is an ideal location for couples and families wanting to live within easy commuting distance of the capital.

The vibrant riverside garden village provides a leafy suburb for residents and phase three of the development was released in late 2017, and sales at the development have been particularly attractive to first time buyers who have taken advantage of Weston Homes' First time SecureBuy initiative, where buyers only need 5% deposit and gives a helping hand to those wishing to step on the first rung of the property ladder.

### High specification

The Phase 3 release consisted of 233 apartments situated in the apartment buildings, The Emperor, The Duchess and The Monarch. All were designed to the high specifications Weston Homes is renowned for, the one, two and three bedroom apartments positioned

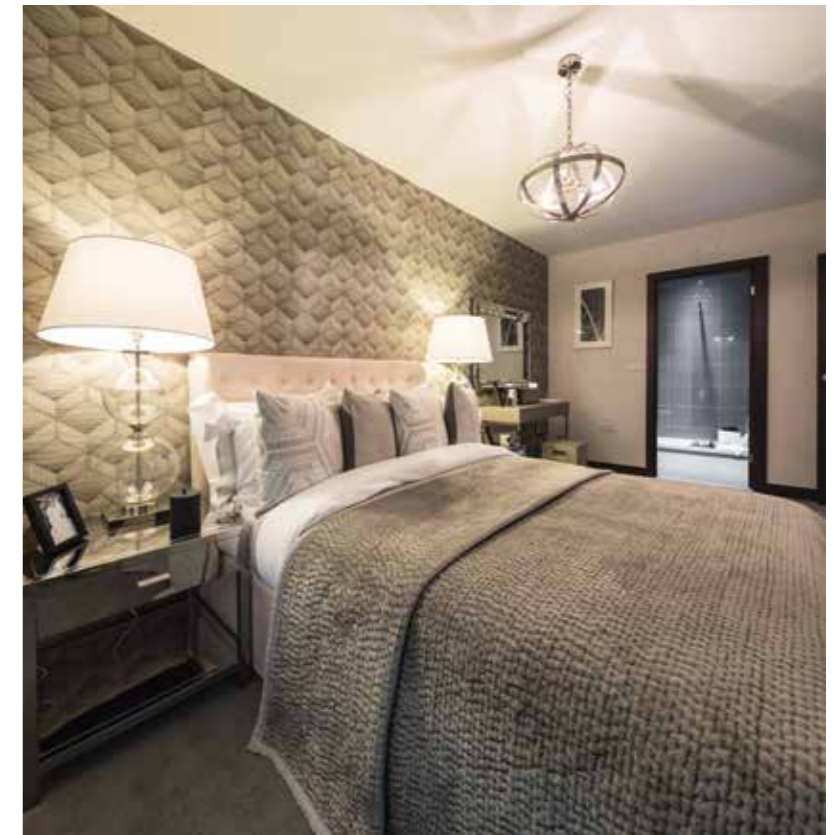
over seven floors in chic buildings overlooking the picturesque setting of Mill Pond.

The new bathrooms deliver the latest in hygiene and performance technology with digitally controlled Fascino Smart Taps, Showers and Baths. The innovative technology provides precise temperature and water flow and in doing so helps to reduce water bills for residents.

### Bespoke

Kitchens are fully fitted and designed by Oakwood Kitchens and include integrated Zanussi branded appliances, a choice of quartz stone worktops and, exclusively to Weston Homes, the bespoke Fascino tap provides instant boiling water.

Langley Square is set for completion in 2020 and is surrounded by green open spaces with both Hesketh Park and Central Park nearby. With Crossrail travel, time into London will be as little as 20 minutes, making this a very desirable location.



# The Elms

Lower Road, Mountnessing, Essex, CM15 0TR

The Elms is a tranquil retreat in Essex, surrounded by countryside views whilst the bustling centres are a short distance away

- ✦ **NUMBER OF HOMES:** 91
- ✦ **TYPES OF HOMES:** One and two bedroom apartments and two, three and four bedroom houses
- ✦ **LOCATION:** Exceptional road and rail links; ideally located just off the A12, with expedient access to London. The M25 is only 5 miles away

‘Offering idyllic village living in a warm, welcoming community’

The Elms at Mountnessing has now sold its fabulous collection of 85 two, three and four bedroom houses and 6 one and two bedroom apartments. Conveniently located just off the A12 at the edge of Mountnessing, the location is perfect for commuters working along the A12 corridor including Chelmsford, Colchester, Ipswich and beyond as well as being within easy reach of London. A direct service to London Liverpool Street from Ingatestone, less than 3 miles from The Elms, takes approximately 30 minutes, whilst services are also available at Shenfield Station less than 2 miles away.

Offering idyllic village living in a warm, welcoming community, The Elms is a tranquil retreat in Essex, surrounded by

countryside views whilst the bustling centres of Ingatestone, Brentwood and Shenfield are a short distance away. Amenities including well known high street brands, restaurants, cafes and bars, as well as opticians, dentists and doctors, are in abundance in the area and a range of educational facilities to accommodate all ages, including sixth form education, are bountiful.

## Modern

Each home within this new community features modern and luxury fixtures including outstanding designer kitchens with quartz stone worktops and remarkable luxurious bathrooms finished to the highest quality.



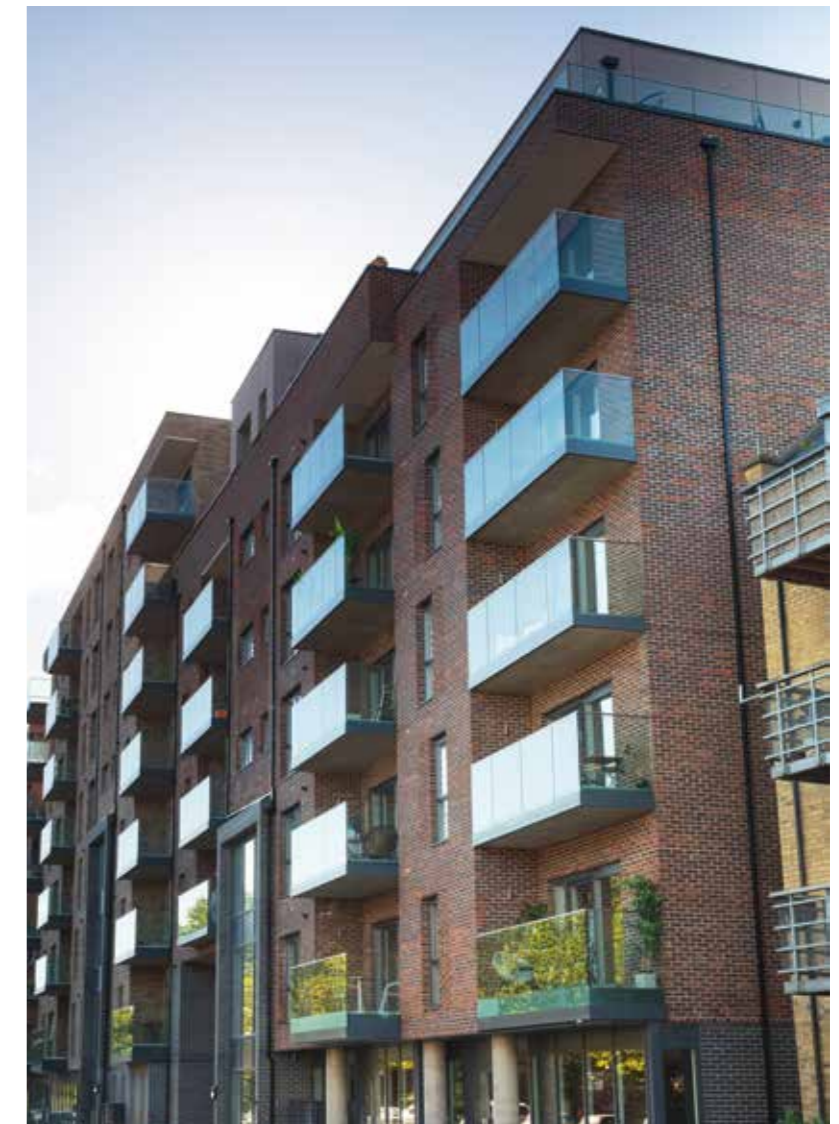
# Rivermill Lofts

Abbey Road, Barking, London, IG11 7BT

Rivermill Lofts is an aspirational place to live offering stylish homes set over two buildings

- ✦ **NUMBER OF HOMES:** 118
- ✦ **TYPES OF HOMES:** One and two bedroom apartments plus two cultural/creative industry units
- ✦ **LOCATION:** Barking is situated just off the A13 and North Circular roads providing excellent transport links to Central London and North London

‘A superb blend of comfort, chic design and state-of-the-art features’



Rivermill Lofts, on the waterfront of the River Roding, Barking, is an aspirational place to live offering stylish homes set over two buildings, benefiting from balconies or terraces with generous feature windows, widening the views of the stunning riverside location.

The apartments offer a superb blend of comfort, chic design and state-of-the-art features, all thoughtfully designed to perfectly complement the riverside surroundings. Interiors are stylish and elegant, with designer fittings and stunning finishes with airy open-plan living spaces designed to maximise space throughout.

## Transport links

Spacious and calming, the interiors of the luxury apartments greet you with style from the moment you open the door. Details of the finest quality are instantly apparent from the renowned signature specification range. The

apartments are finished to a standard that exceeds expectations on every level.

Rivermill Lofts has fantastic transport links with central London and Docklands making it a desirable place for people working or studying in the capital. Barking's proximity to central London means that residents are only a train journey away from all that it has to offer. Barking Railway Station is just a 14 minute walk away with access to the District and Hammersmith & City Lines, London Overground services and National Rail to and from London Fenchurch Street, Southend on Sea and Shoeburyness.

The local area offers an abundance of open green spaces with many nature reserves and country parks whilst a six minute stroll from Rivermill Lofts lies Abbey Leisure Centre, providing facilities any fitness enthusiast could desire. Sporting opportunities for all ages are available with a multitude of clubs in the area and for golfers, there are two golf clubs in close proximity.



# Heron Gate

The Vineyards, Great Baddow, Essex, CM2 7QS

Heron Gate at Great Baddow offers a peaceful urban village on the fringes of Chelmsford

- ✦ NUMBER OF HOMES: 53
- ✦ TYPES OF HOMES: One and two bedroom apartments
- ✦ LOCATION: Located just off the A12 with great access to London

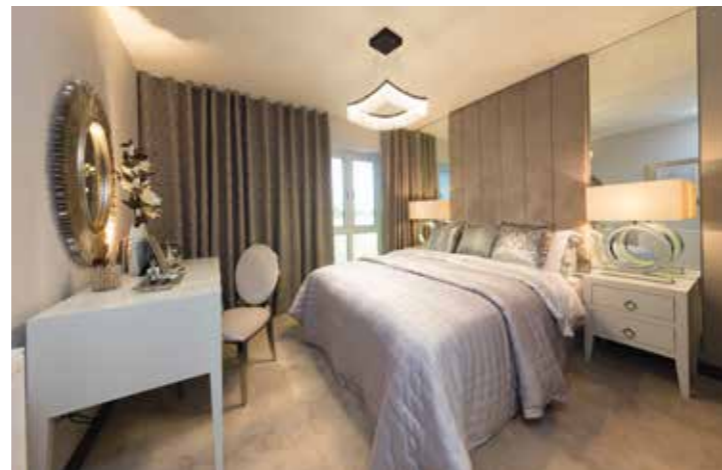
‘Great Baddow offers countryside and village life whilst being close to major transport links’

Now sold out, Heron Gate at Great Baddow offers a peaceful urban village on the fringes of Chelmsford. Benefiting from excellent amenities and historic village charm, Great Baddow offers countryside and village life whilst being close to major transport links.

The redundant Marrable House has been completely transformed and a new community has been created within Great Baddow. Surrounded by open space, the two buildings of one and two bedroom apartments nestle within a landscaped garden area.

## Luxury

The beautiful homes feature contemporary, luxury fixtures and fittings, including superb designer kitchens and luxury bathrooms with porcelain tiling, all finished to Weston Homes’ renowned high quality standards. With the airy, open-plan living areas and built in storage to maximise space, these homes have provided aspirational places to live.



# Prospects House

10 Fairfax Drive, Southend-on-Sea,  
Essex, SS0 9AR

An exciting new development in the  
Prittlewell area of Southend-on-Sea

- ✦ **NUMBER OF HOMES:** 92
- ✦ **TYPES OF HOMES:** One, two and three bedroom apartments
- ✦ **LOCATION:** Situated in the Prittlewell area of Southend with excellent road connections and within 3 miles of Southend Airport. Prittlewell train station offers regular direct services to central London

‘The main town shopping area is approximately half a mile from the site’



The site sits within the Prittlewell area of Southend which is typified by suburban residential roads interspersed with small commercial uses. Opposite to the north is a small private hospital and to the east is Victoria Avenue, the main thoroughfare into Southend which predominantly features commercial outlets including a number of pubs and restaurants.

Prittlewell train station provides British Rail services to London Liverpool Street in approximately 56 minutes, and Southend Victoria to London Fenchurch Street in just over an hour via Southend Central station.

Southend Airport is only 2.5 miles from the site and there are excellent road connections

with the A127, which leads on to the M25 and the A130 which links to the A12.

The main town shopping area is approximately half a mile from the site and is home to many high street shops including Debenhams, Next, Boots, Topshop and New Look. Food and beverage outlets include national chains such as Pizza Express, Ask Italian, Patisserie Valerie and Starbucks, as well as a number of independent restaurants and cafes.

## Seafront

Southend is well known for its seafront. Attractions include the Sea Life Adventure

Aquarium and the mile long pier adjacent to the Adventure Island Park which features a number of rollercoasters and children's rides.

Southend has a wide range of schools providing education from nursery level through to secondary schools, including: Bournemouth Park Primary School, Southend School for Girls, Southend School for Boys and Shoeburyness High School. South Essex College and The University of Essex are located in central Southend and offer higher education.

# Victoria Avenue

Southend-on-Sea, Essex, SS2 6AL

A prominent development in one of the country's most well known seaside resorts

- NUMBER OF HOMES:** 217
- TYPES OF HOMES:** One, two and three bedroom apartments
- LOCATION:** Located close to both Southend town centre and the seafront. Southend Victoria Station offers direct rail access to both London Liverpool Street and Fenchurch Street

‘Southend has a buoyant night time economy, with a range of clubs, bars and three casinos along the seafront’

The site occupies a prominent position at the southern end of Victoria Avenue (A127), a main thoroughfare in the centre of Southend-on-Sea. Southend Victoria Railway Station is located 0.1 miles to the south east of the site, and the town centre and sea front are a further 0.2 miles and 0.9 miles respectively. The site is situated within a highly sustainable location, with direct rail access to London Liverpool Street and London Fenchurch Street, along with pedestrian and bicycle access to a range of employment, leisure, shopping and recreational services.

The site is located in Southend-on-Sea, Essex and is 40 miles east of Central London. The area has significant transport links via the A127 and A13, and London Southend Airport is located 2 miles from the site offering direct flights throughout Europe.

There are two main shopping centres that are located at either end of the high street; The Victoria Shopping Centre and The Royal Shopping Centre. They both consist of high street and independent stores, beauticians, hairdressers, cafes and restaurants, such as H Samuel, Starbucks and Birchwood Bakery. The Royal Shopping Centre is the larger of the two, with well-known brands such as H&M in situ.

## Entertainment

Southend-on-Sea is home to the world's longest pleasure pier which is 1.3 miles in length. The pier can be accessed by foot or via a pier train, which runs from the shore up to the pier head. Other activities include Adventure Island, an amusement park which

has over 40 rides and attractions, a gift shop and catering outlets, and The Sea Life Adventure Aquarium.

Southend has a buoyant night time economy, with a range of clubs, bars and three casinos along the seafront, whilst also having recently been awarded a purple flag for the fifth year running; a national accreditation scheme that recognises excellence in the management of towns and cities at night.

The Cliffs Pavilion is a theatre located in Westcliff-On-Sea, a borough of Southend, where an assortment of acts, shows, concerts and comedies are shown. The theatre has a capacity of 1,657 and also hosts a Pavilion restaurant and bar.





# Brentwood Police Station

London Road, Brentwood, Essex, CM14 4QJ

A new development ideally situated in an area of mixed commercial and residential uses and with great transport links

- NUMBER OF HOMES: 70
- TYPES OF HOMES: One and two bedroom apartments
- LOCATION: Situated close to both the A12 and M25 offering superb road connections as well as direct mainline rail to central London

‘Journey times into London are set to be made quicker, easier and more direct with the introduction of the Elizabeth Line’



Computer generated image

The site is located in Brentwood, a town in the South-West of Essex, situated approximately 20 miles north-east of London.

The property is situated in an area of mixed commercial and residential uses, with Brentwood High Street located a couple of minutes' walk away. The site is surrounded by existing residential dwellings located to the east, on Westbury Drive, and the south, on La Plata Grove. The north of the site fronts onto London Road.

The development site is 0.6 miles from Brentwood Train Station, currently offering services into London Liverpool Street within 40 minutes and Stratford International within 30 minutes.

Journey times into London are set to be made quicker, easier and more direct with the introduction of the Elizabeth Line, allowing commuters to travel through central London

without having to change trains. There are currently a number of improvement works underway at Brentwood Station in preparation for the Crossrail development forecast to be operating fully from Brentwood Station as of December 2019.

## Thriving

Brentwood is a suburban town with a thriving shopping area, offering shoppers a range of high street stores in addition to several boutique shops. The area is well established as a commuter town and benefits from excellent transport links into London.

Brentwood has a buoyant night time economy due to the range of bars and restaurants located along the High Street. There are several bars such as The Vine, a small gastro bar, and The Terriss, an over 21's wine bar in addition to The Sugar Hut,

one of the better known venues in Essex. There are a number of restaurants located in the Brentwood area with a choice of chain restaurants such as Zizzi, Prezzo, Slug & Lettuce and Chimichangas and several independent restaurants such as Alec's, which has been rated the best restaurant in Brentwood, The Bull, a traditional country pub serving British cuisine and The Fat Turk, serving traditional Turkish food in a contemporary environment.

Additionally, the Brentwood Festival, a music festival which this year included head-liners Status Quo and started 20 years ago as the White Horse Festival, has raised a large amount of money for charity over that time with a lot of local and national organisations also benefiting from the generous contributions of the festival goers and sponsors.

# Abbey Retail Park

Abbey Road, Barking, London, IG11 7LB

An exciting waterfront development delivering up to 1,200 new homes and a range of leisure and retail facilities

- ✦ **NUMBER OF HOMES:** Up to 1,200
- ✦ **TYPES OF HOMES:** One, two and three bedroom apartments
- ✦ **LOCATION:** Fronts onto the River Roding and overlooking the Abbey Green public open space. The site is situated just a short walk from Barking's mainline and London underground station

**‘The site will create a vibrant new community in Barking contributing to the area’s ongoing transformation’**

Forming the majority part of the former Abbey Retail Park, this 6 acre site is bordered by London Road and Abbey Green Road, where it overlooks the Abbey Green public open space. It also fronts onto the River Roding, a tributary of the River Thames. The site is situated just a short walk from Barking's mainline and London underground stations.

## Waterfront

Plans for this site are at a formative stage, but we envisage the creation of a £300

million (GDV) waterfront development expected to deliver in excess of 1,000 homes through a mixture of tenures. The proposals will also include the transformation of the riverside and the provision of a range of community based activities including a new riverside gastro-pub/restaurant and retail space. The redeveloped site will be complete with waterfront promenade, pedestrian pathways and landscaped grounds.

Weston Homes has a track record of delivery in Barking and this will be the company's eighth residential development in the London borough of Barking and Dagenham.

**Bob Weston, Chairman and Managing Director said:**

*“The regeneration of this important Gateway site into a new waterfront urban village adjacent to Barking Town Centre forms part of the Borough Council's vision of bringing aspirational waterfront living and regeneration to Barking.*

*“The Abbey Retail Park is within the so-called ‘Barking Smile regeneration zone’ and the redevelopment of the site will create a vibrant new community in Barking contributing to the area's ongoing transformation. Attracting new people and inward investment, this new residential destination for Barking will provide private sale homes and much needed affordable housing for local people and families on lower household incomes.”*



Computer generated image

# Skyway House

Parsonage Road, Takeley, Essex, CM22 6PU

Brand new office, built as a result of the expansion of the Group and to secure future growth

SIZE: 49,000 sq ft

FACILITIES: Office space, cafe, gym, meeting areas and underground car parking

**‘This new office is as a result of the expansion of the Group and the staffing and resourcing needed’**



Computer generated image

Skyway House is a brand new office building being constructed by Weston Homes for Weston Group. This new office is as a result of the expansion of the Group and the staffing and resourcing needed so that the Company can secure its future growth.

It will match the external appearance of the existing Stansted Business Centre and is on the site of the former “Skyway House” office building next door. A new entrance on Parsonage Road will take you to a central boulevard creating a new plaza area and pedestrian link between the two buildings.

Totalling 49,000 sq ft, the internal arrangement will be very different to that of the existing office. It will house a dedicated cafe, a large gymnasium and changing

facilities, a central glass atrium, a basement car park, and open plan ground, first and second floor office space.

## Construction

The construction of the new entrance and boulevard started in September 2018 and the main building basement dig will begin in Spring 2019. The completion is programmed for early 2021.

**RIGHT:** Existing Stansted Business Centre



# Overseas Exhibitions



## Fletton Quays

In January, Weston Homes took its high profile development, Fletton Quays in Peterborough, to Hong Kong.

Immediately following the UK launch, Weston Homes travelled to the south of China to promote this brand new, exciting development where 11 reservations were taken, making the exhibition an incredible success. Combined with the outstanding 24 reservations taken from the UK launch, Fletton Quays instantly became a triumph with a total of 35 reservations at launch.

The development itself comprises four residential buildings situated on the south bank of the River Nene in Peterborough.

The instructed overseas agent continues to follow up interest from the exhibition.

## Reading Riverside

Reading Riverside was the second development that was taken overseas in 2018, in Hong Kong once again in May.

Reading proved an excellent development to take overseas with the location being close to Reading University, which is popular with students, as well as Reading receiving Crossrail in 2019, which will make travelling into London even more direct.

During the exhibition of Reading Riverside, Weston Homes accepted 18 reservations making the event a great success.

Set on the banks of the River Kennet, just a 15 minute walk from the city centre, Reading Riverside is a spot of tranquillity amongst the hustle and bustle of busy life.






# Weston Business Centres

I was appointed Managing Director of Weston Business Centres on 5th July 2018, taking over from Jane Stock who had held that position for 10 years. I would like to take this opportunity to thank all of our valued clients, whose continued commitment to our serviced office, meeting room hire and cafe facilities, inspires us for continual improvement and to provide you the best value for your money. With the new office being built at Stansted and the potential for one in East London, I am very excited to continue upon Jane's success.

**Richard Kuyper**  
Weston Business Centres  
Managing Director



## 2017-18 Highlights

-  The business centres as a whole had another successful and exciting year, with the average occupation across the year being 88.5%.
-  We achieved an increase in turnover of £151,069 (4.2%) to £3,708,421.
-  The profit before tax increased by 21.1% to £478,945.



## The Stansted Centre

The occupation level was maintained at 100% for the fourth year in a row. Whilst Weston Homes, our largest client, have not taken any additional space, they have increased their staff numbers substantially. This has led to a significant increase in the usage of the meeting rooms and the café.

The conference centre continued to be used for a variety of different functions, including day conferences and evening events. It was with great pleasure that in March we hosted the first St Clare Corporate Fundraising Ball, and it is already planned for them to return next year.

The refurbishment of the Chairman's suite of offices, including the boardroom, was completed in November 2018, and reflects the style and design of our reception area.

Just prior to Christmas 2017 we completed the purchase of Skyway House, the office building next to ours. Planning permission has been granted for a replicate of our office building to house our growing workforce. The demolition is now completed, the works for the new building will commence in January 2019 and will take approximately 18 months to complete. This third office building under the Weston Business Centre control will be an exciting addition to our operation.



## The Colchester Centre

The Colchester Centre had its 10th year anniversary of opening in January this year. It is a real testament to the passion and pride of the operations team as it still looks "as good as new", and the family-feel amongst the staff provides a relaxed professional environment which is unique in Colchester.

The 'Coffee Corner' continues to provide an excellent service of hot and cold home-made food, which is incredibly popular amongst all our clients and their guests. Our now monthly networking events are over-subscribed, which is increasing the awareness of the centre and bringing more footfall to use the cafe. Future networking events can be found on our website.

The office occupancy at Colchester has fluctuated throughout the year, but regularly over the 80%+ figure. Our focus remains on being the premier serviced office in Colchester, striving to increase our occupation to 100%.



# Weston Logistics

## Executive Summary

Weston Logistics provides the ancillary and supporting functions that allows Weston Homes to operate smoothly and competitively. With 3 divisions; plant hire, construction supplies and build-off-site range, Weston Logistics finds itself working closely with the Company's construction, commercial and technical departments.

The 2017/2018 financial year has marked the start of the next generation in Weston Logistics. The year began with plans for our new logistics centre, new management team and increased customer focus underway.

With a challenging road in front of us, we pushed the business forward to execute these fundamental changes. We have succeeded in our goals and the cornerstones of a more efficient, higher performing logistical operation have been put into place.

### Shaun Weston

Weston Logistics Managing Director



## Our People

Our people are our most important asset. This has never rung truer than with the successful implementation of several new staffing strategies. Our focus in recruitment has been on both bringing more expertise to the business, and to bring in fresh and ambitious talent.

Our core management team, commanding the 3 divisions of Weston Logistics, has been put into place. Every day this management team grows more competent and experienced with increased collaboration both across departments and with our customers. With these key staff members in place, we now have the ability to grow operations.

On the coal face, we have reorganised our teams to fit the geographical and operational division that the new Braintree Logistics Centre brings. This has been implemented in conjunction with fixed salary banding and greater definition to all roles.

The reorganisation has also allowed new career progression opportunities for many. Development and succession plans have also been a hot topic and careful consideration has gone in to ensure the longevity and stability of Weston Logistics.

2017/2018 has also seen the introduction of some specialist roles in Weston Logistics. The recruitment of an Engineering Surveyor has allowed us to significantly bolster plant safety, over and above an already robust regime. Likewise, the position of Technology and Process Engineer has been filled, and will provide resource to expand our build-off-site range.

All of these changes, along with increased volume and operations, have contributed to a new high in staff numbers. Weston Logistics finished 2018 with 42 employees.

## Construction Supplies

These construction supplies comprise buying, shipping, warehousing and distribution and



are crucial in delivering complete supply chain management and quality materials for construction projects.

It cannot be denied that this particular area had been under some pressure in 2017/2018 while the Braintree Logistics Centre was being constructed. The new facility provides 75,000sqft of state of the art warehouse,

workshops and offices, and offers 5,900 pallet locations. This will completely eliminate any strains felt in our service.

Operations had been split over 5 locations to cope with capacity throughout the year. These have started to be consolidated as we move towards a single storage location. Complete storage unification will offer significant cost savings and improvements to operational efficiency.

## Plant Hire

The plant hire division is the area that has focused most on improving quality and customer service. Significant efforts have

gone into improving the quality of our mechanical and non mechanical assets.

Both the product range and volume of assets have increased, so new maintenance teams and processes have been put in place. Welfare, non mechanical and mechanical restoration programmes have been undertaken and our customers have seen a marked improvement in asset reliability.

The primary focus of 2017/2018 has been mechanical safety. The new engineering surveyor has been key in introducing an intermediate tier of mechanical inspections. This provides our customers with greater regularity of checks, and fills what we feel is a gap between 6 monthly inspections

and the daily operative check sheets. This demonstrates our commitment to safety over and above what the law requires.

The major project in plant hire is the refit of the Takeley Depot. This will take place over the next year and will generate greater use of space and drastically improve facilities. Better facilities will improve efficiency and improve costs, ultimately making our plant some of the best available.

## Build-Off-Site

2017/2018 has proven the modular component concept to the wider business. With an unsure start in 2016, the vanity unit product has rocketed to success, performing particularly well in the challenging 'end of year' period. Focus continues to be manufacturing efficiency, and site team collaboration.

The greatest area of improvement to the vanity unit product has revolved around the productivity of our fitting teams. Original targets were set at 3 bathrooms per day, per team. With continuous improvement to processes, a fitting team can now install up to 6 bathrooms per day.

Focus from the vanity unit team has shifted to the next evolution of the product in the last quarter. This has been under development, and will be released in Q2 of 2018/2019.

With increased trust in Build-Off-Site, and some key improvements in staff, I am excited to focus on new product areas. We have projected significant growth in our product range, and we will execute these plans through 2018/2019.

## Financial Review

2017/2018 has shown significant growth in turnover. 2016/2017 delivered £4.5m in turnover, while 2017/2018 achieved £6.3m, which represents a 41% increase.

Asset procurement represented a £550k investment in our fleet of plant, workshop equipment and other assets.

The Braintree Logistics Centre has also required £12m in construction and fit out costs. The significant investment in property and machinery shows continued support from the Group, which I am certain will extend into the future.

With all the changes and progress in Logistics, we now need to focus on operational growth to offset the costs of infrastructure.

## The Future

With all the infrastructure in place, and risks to current operations reduced, Weston Logistics is now poised to expand. Expansion to product lines in all departments has been identified and 2018/2019 will focus on making these a reality and delivering the growth that is required.

We are dedicated to operational improvements and further focus on delivering for our customers. We have improvement programmes for both plant and materials, and this, in conjunction with additional transport capacity, will help Weston Logistics to compete with the best in the logistics industry.

In summary, I am very proud of our achievements and our people through 2017/2018. With a long road still to go, and many exciting opportunities on the horizon, I look forward to continuing and expanding our business.



**'We have succeeded in our goals and the cornerstones of a more efficient, higher performing logistical operation'**



# Stansted Environmental Services Ltd (SES)

SES Continues to grow from strength to strength. The restructuring last year saw the introduction of four Associate Director posts and a Business Development Team. This has enabled the Company to grow and to expand its services. SES now has a team of around 30 and is uniquely positioned to be able to provide developers with a service from conception to completion, i.e. from planning requirements at the start of the project through to the final handovers to the Managing Agents at the end of the project.

Services include:

- ✦ Environmental Impact reports
- ✦ Air Quality reports
- ✦ Acoustic Assessments and reports
- ✦ Geotechnical and Contamination Surveys and reports
- ✦ Health and Safety advice to Principal Designers and the development of Construction Phase (Health, Safety and Environmental) Plans
- ✦ Sustainability and Energy reviews and reports
- ✦ Health and Safety Inspections and Audits
- ✦ Health and Safety Training
- ✦ Air Tightness Testing to ATTMA standards
- ✦ UKAS accredited Sound Insulation Testing
- ✦ Health and Safety CDM completion files
- ✦ SAPs and EPCs

SES has a range of highly qualified professional staff that are able to provide a cost effective service to our clients to deal with the ever increasing amount of Environmental and Health and Safety controls that are required for large and small development projects.



## Health and Safety

The Weston Group was presented with the President's Award from RoSPA, which is recognition for the 11th consecutive Gold Award for high standards of Health and Safety across the organisation. The Group remains proud of this record, and continually strives to improve Health and Safety conditions for all staff and for the subcontractors working on its sites along with its customers that visit and live on the sites.

### Effective policies

The Company remains exposed to the potential occurrence of accidents and incidents due to the nature of high risk construction activities which it conducts. However, there are effective policies and procedures in place, which are implemented and monitored by SES, to ensure that the chances of an accident or incident are kept to a minimum.

The Group is dedicated and committed to:

- ✦ Complying with applicable legal requirements, regulations and guidance
- ✦ Managing its operations to prevent injury, ill health and pollution
- ✦ Implementing its Health and Safety Management System and to continually improve the system and business performance

Building on the success of last year's launch of the 'Safe Today, Here Tomorrow' campaign, the Company has continued to provide specialist Health and Safety Training and information to those working on its sites. The organisation continues to recognise dedication to Health and Safety by issuing awards to Site Managers and to Site Operatives on a regular basis throughout the year. The Company's plans for 2018/2019 reflect this in its commitment, as it places even greater emphasis on strengthening its Health and Safety initiative through all levels of the organisation.





# Environment

Weston Homes aims to ensure that its developments are compatible with, and protect, the environment, mitigate their impact on the surroundings, and enhance the biodiversity of each site. Indeed, Government policy requires new development proposals to demonstrate that they are sustainable, and the public expects our schemes to satisfy sustainability objectives.

The three dimensions to sustainable development that the planning system must aim to encourage are economic growth for a strong, competitive economy, social cohesion to support vibrant and healthy communities, and environmental protection and enhancement for the combined objectives of our heritage, the prudent use of resources, minimisation of pollution and reduction in carbon footprint. Where new developments achieve this balance, they can improve people's lives by providing them with much needed housing, without limiting

opportunities for future generations. Weston Homes has the skill and commitment, as demonstrated by its track record, to achieve these goals.

Weston Homes' main focus has been redevelopment of "brownfield" sites, close to local facilities and public transport, which facilitates a sustainable pattern of growth that reduces the reliance on car travel, promotes more active healthy lifestyles and community cohesion, whilst the investment brings land back into viable use by the community. Re-use of previously developed sites to meet growing communities' needs, assists the conservation of Britain's much loved natural landscapes for future generations.

## Bespoke design

Every brownfield site is unique and comes with many challenges. Every design is bespoke, enabling the best, most appropriate design for the site to come forward, so as to integrate well with the existing townscape. The organisation constantly reviews its range of external building materials to ensure a wide range of attractive, safe and durable quality finishes, that are suitable for the setting.

The Company's schemes contribute towards the enhancement of urban environments whilst assisting communities to adapt to and mitigate impact on climate change. Tailored high quality landscaping designs are used, incorporating sustainable drainage systems, which reduce flood risk and create new wildlife habitat, facilitate urban greening, enhance visual amenity, improve air quality and reduce the impact of the urban heat island effect.

## Emissions

The reduction of carbon emissions is achieved through building design, orientation and insulation values, using renewable energy, communal heating and power systems, lowered water consumption and recycling collection.

The Company's schemes include a range of types, sizes and tenures of new homes, some adaptable for wheelchair users, so as to suit, and be available to a wide population, creating mixed communities. Finally, not forgetting the existing communities around its sites, during the construction phase, all of the Company's developments are registered with the Considerate Constructors Scheme, to ensure an acceptable level of impact on the nearby residents whilst redevelopment is underway.



Computer generated image

### Queens Walk, East Grinstead

*A town centre scheme for 129 dwellings and 1,624m<sup>2</sup> retail floor space, bringing much needed regeneration to a very sustainable location, which will enhance the vitality and viability of the town centre. The scheme incorporates solar panels to reduce carbon emissions, and toilet facilities for public benefit.*



Computer generated image

### Reading Riverside, Reading

*A brownfield redevelopment of 112 dwellings adjacent to the River Kennett. The scheme utilises the riverside whilst adapting to potential flood risks. The landscaping improves the riverside setting, and provides generous amounts of amenity space in the form of rooftop terraces.*

### 3 & 4 Station Square, Cambridge

*A brownfield redevelopment adjacent to Cambridge Central Train Station. Weston Homes will be constructing two buildings containing 65 dwellings, 767m<sup>2</sup> office space and 473m<sup>2</sup> retail/café/restaurant floor space, and creating a new landscaped public square. Energy demand is partly met through renewable energy and low carbon energy sources. This scheme forms part of a wider redevelopment around the station that has rejuvenated the area and attracted investment from companies such as Microsoft, Amazon and Samsung, creating an AI research hub, bringing highly skilled jobs to Cambridge.*



Computer generated image

# Our People



2018 was another significant growth year for Weston Group, which generated many opportunities across the business. Employee numbers increased to 481, a new record level, with 174 employees joining during the year.

There was a substantial intake of 24 trainees into our many different training schemes during the year. Our on-going dedication to these schemes demonstrates our commitment to attract new talent into the diverse range of career opportunities our business has to offer. We now have 60 trainees at various stages within our sponsored programmes. As a member of 5% club we pledge to achieve a minimum of 5% of our workforce undertaking formal training programmes. Our total trainee headcount rose to 60, which equates to just over 12% of our workforce.

Our continued growth facilitates an expansion of opportunities for current employees to progress their careers, together



2018 Summer Ball

**‘To celebrate our success, an annual summer ball was held at the Park Plaza, London for all employees and their guests.’**

with the ability to attract other talented and passionate individuals. A major recruitment drive is underway across the UK to source and recruit more people, including a relocation offering. To support the increase in headcount, additional office facilities are already in progress.

## Learning Academy

Our in-house dedicated Learning Academy provides a wide range of development for all employees and includes training on a range of Personal Development and Management & Leadership programmes, to help our people be the best they can be. Firmly believing our people to be our greatest asset, we focus on attracting, employing, nurturing and developing some of the best talent within the industry.

To ensure we remain an employer of choice and to further enhance our generous benefits package, additional benefits were added

this year, namely; enhanced maternity and paternity leave, a retirement gratuity, gifts to mark employee milestones such as marriage/civil partnership and births, an extension of the Christmas shut-down period to a 2 week break, discounted property purchase and monthly café vouchers.

To celebrate our success, an annual summer ball was held on 2nd June at the Park Plaza, Westminster Bridge Hotel, in London. The evening was for all employees and respective partners, which consisted of a champagne reception 4 course dinner, entertainment and dancing, together with an overnight stay. Other events were organised by the business to ensure there is something to please everyone; sports events such as bowling, cricket and football, through to a fully catered Family Fun Day with a variety of entertainment and activities.



# Customer Services & Quality Assurance

The Customer Services & Quality Assurance Department at Weston Homes is independently structured to assist the business in the delivery of high quality homes for all its customers and then to provide service levels to match.

The department carries out quality inspections at important various construction stages, as well as undertaking inspections of works in progress.

## Continual review

It's not just the product that is seen as important, but also the service provided to customers during and after the sales process. The Company's service levels are subject to continual review to ensure levels are maintained and any opportunities to improve are seized upon.

### Our Customers have said.....

*"They are very helpful, the process was easy and they are always easy to work with and communicate with"*

*"It is the overall satisfaction I've had dealing with them. Right from the start and throughout the build process it has been really refreshing and they have been helpful throughout"*

*"The finish was fantastic, the price was reasonable and the service was absolutely excellent"*

*"Quality of the finish to the property is a really high standard"*

*"They are very professional and have gone to great lengths to build a good home"*

*"I think the service I received is excellent"*

The department feeds relevant information to the three regional boards on a monthly basis, for review and action.

All of the Company's customers are asked for their opinions in the form of customer telephone surveys which are collated by the industry leaders "In-House Research" who provide regular analysis to the business as a whole.

It is very much the departments intention to ensure that once a customer has made the important decision to purchase a Weston Home that a level of service and support is provided that exceeds customer expectations.



2018 Annual Business Partner Award winners

# Our Business Partners

The Annual Business Partner Awards were held on 16th February 2018. Every member of staff at Weston Group is invited to nominate the Business Partner within the relevant categories who they consider to have given an outstanding service throughout the year. All guests enjoyed a four course luncheon with after dinner speaker, Sir Clive Woodward OBE.

In September of each year, the Group invites its business partners to a "Breakfast Briefing" where Bob Weston gives a short presentation of the Group's results for the year and an insight into the pipeline of forthcoming developments that are available for business partners to tender for. The Weston Group is grateful to all of its suppliers for their continued support and service.



## 2018 Business Partner Award Winners

- |  |   |
|--|---|
| <b>Group Business Partner of the Year</b><br>ABL Doors & Windows   | <b>New Business Partner of the Year</b><br>VKE Contractors Ltd                        |
| <b>Weston Business Centre Partner of the Year</b><br>Classic Cleaning Services Ltd   | <b>Suppliers of the Year</b><br>Oakwood Kitchens<br><i>and</i><br>ABL Doors & Windows |
| <b>Professional Service Business Partner of the Year</b><br>eightfourtwo   | <b>Sub-Contractor of the Year</b><br>Amwell Electrical Ltd                            |
| <b>Consultant of the Year</b><br>Meinhardt (UK) Ltd  | <b>Customer Care and After Sales Award</b><br>RG Taylor Engineering Ltd               |
| <b>Sales and Marketing Award</b><br>4Site  | <b>SES Business Partner of the Year</b><br>Concept Life Sciences                      |
| <b>Health and Safety Performance Award</b><br><i>Winner</i><br>Henry Construction Ltd<br><i>Highly Commended</i><br>Seabro Ltd | <b>Weston Logistics Business Partner of the Year</b><br>RAK Ceramics                  |
|  | <b>Individual Contributor</b><br>Lee Wingate, Meinhardt (UK) Ltd                      |

# Partnership Housing



ABOVE: Adderley Riverside, Bishop's Stortford

Weston Homes takes its role in providing affordable homes very seriously and during the past financial year it has continued to forge relationships with new Registered Provider Partners whilst continuing those relationships already built with existing partners.

The delivery of affordable housing continues to be provided through Section 106 obligations providing a mix of affordable rent and shared ownership products. Discounted Market Units are now also being considered on some schemes as low cost home ownership remains a key driver for the Government.

As a Group we have, this financial year, successfully contracted on 3 schemes all with

new Registered Provider partners. Monier Road in Hackney, Coldhams Lane Cambridge and Ermine Street Buntingford will deliver a total of 69 affordable units with 50 rented and 19 shared ownership units.

## B3 Living

Having partnered B3Living on 2 schemes simultaneously (The Elms at Mountnessing and Adderley Riverside at Bishop's Stortford) last year, Weston Homes has now handed over a number of completed affordable homes to B3Living.

The business is currently building affordable homes on 7 developments delivering over 350 affordable homes with a number of other



The Foundry, Monier Road, Hackney

**'We are currently building affordable homes on seven developments delivering over 350 affordable homes'**

schemes in the planning pipeline, which should see further delivery of more than 250 affordable homes.

The Company looks forward to its continued working relationship with existing partners and developing relationships with its new partners.



The Elms at Mountnessing

### Ross Wilson, Clerk Of Works, B3Living said:

*"B3Living began working with Weston Homes in 2016. Since then, we have built a strong partnership and delivered two successful developments.*

*Weston Homes offer a great quality product. The whole process is made so much easier and more efficient by friendly, helpful staff who go out of their way to help.*

*In addition to a great quality product, the Site Manager was always on hand to help and to keep the site running smoothly.*

*B3Living has been very happy with the quality of service throughout and look forward to working with Weston Homes on future projects."*

# In the Community

## St Clare Hospice Annual Golf Day

In 2018 a record-breaking £155,000 was raised for St Clare Hospice at the 24th Annual Golf Day, beating last year's £110,000.

The event took place in August at Stoke by Nayland Hotel, Golf and Spa near Colchester. A total of 60 teams took part in the competition which comprises two courses. Britannia Sealants came 1st on the Gainsborough course and JC Flooring finished 1st on the Constable course, and were also crowned the overall winners of the Daniel Robinson Cup.

Following the golf was an evening of entertainment with guests enjoying a four-course dinner and entertainment provided by actor and singer Shaun Williamson. To help raise even more money for the charity, an auction took place which included experiences and items such as a trip to Scotland to play golf with Weston Homes' Chairman Bob Weston, Cricket at the Oval, a signed framed print of the Two Ronnies, a Land Rover Experience and Anthony Joshua signed boxing shorts. The experience which raised the most on the night was a parachute jump with the RAF, raising £20,000 alone, and will be undertaken by the ladies at Weston Homes who helped organise such a fantastic event.

The money raised will help St Clare Hospice continue to provide free, compassionate care and support to hundreds of adults with life-limiting illnesses, their families and carers across West Essex and the East Hertfordshire border.

## Peterborough United Football Club

Weston Homes have signed a five-year deal with Peterborough United Football Club, becoming the title sponsors of the London Road Terrace at the ABAX Stadium.

The deal saw the stand renamed as the Weston Homes London Road Terrace and the sponsorship further cements the commitment that the Company has made to the city of Peterborough.



Stoke by Nayland Hotel, Golf & Spa



Bob Symns, Chief Executive Officer at Peterborough United FC, and Bob Weston



Max Whitlock MBE

## Max Whitlock MBE

Weston Homes continues to be double Olympic champion Max Whitlock's longest standing sponsor, and was delighted with his success in 2018 which included a Team Gold and Pommel Horse Silver medal at the Commonwealth Games, a Team Silver medal at the European Championships, earning the Pommel Horse Champion title at the British Championships and finishing the year with a Pommel Horse Silver medal at the World Gymnastics Championships.

Outside of his competitions, Max has launched his gymnastics academies, Max Whitlock Gymnastics, with the aim of engaging 1 million children in gymnastics by 2022. There are already two clubs available, one in Southend and the other in Colchester, for children to take part in the sport and help fulfil the legacy of London 2012 to inspire more people to get active.

Weston Homes would also like to congratulate both Max and his wife Leah who are expecting their first child due in 2019.

## Essex County Cricket Club

Weston Homes has signed a five-year Platinum Sponsor partnership with Essex County Cricket Club, joining in the highest sponsorship category possible as a reflection of our commitment to the first-class county club.

The partnership will see Weston Homes sponsor the public seating stand, and have one of the largest presences in terms of branding throughout The Cloudfm County Ground.

Weston Homes will also become a headline sponsor for all the club's On-Pitch Marquee events, including the End of Season Gala Dinner and the boxing and darts events.



Graham Gooch OBE with Bob Weston at Essex County Cricket Club



Hannah Burke

## Hannah Burke

Weston Homes' sponsorship of professional golfer Hannah Burke continued as she began her year with the Australian Swing followed by playing in America on the Symetra Tour.

Tournaments in Spain, France and India brought Hannah some strong top 25 finishes and overall she was placed within the top 50 in Europe to complete the year.

## London Borough of Barking and Dagenham Summer of Festivals

Weston Homes were proud to support and sponsor the London Borough of Barking and Dagenham's Summer of Festivals, which was made up of over 10 events that ran between May and August. The Company's sponsorship further demonstrated the commitment it has already made towards investing in the local area. This series of festivals also saw the introduction of the new Weston Homes mascot, Theodore the Bear!

### Daniel Field

Weston Homes continues its sponsorship of Daniel Field, the Head Professional at East Herts Golf Club.

### The Kia Oval

As a club sponsor at Surrey's County Cricket Club, The Kia Oval, as well as an Executive Box Holder, Weston Homes is able to enjoy corporate hospitality at one of the most iconic stadiums in the world with unrivalled views of the action.

### Great Dunmow Soapbox Race

The Company became the headline sponsor of the first Great Dunmow Soapbox Race in 2018. The event had a fantastic turn out, with 60 teams competing in the race in front of 1000s of spectators. The event was hosted by Great Dunmow Round Table, a charity that hosts events to help raise money for the local community.

### Whale of a Time

Weston Homes are delighted to support Lauren Woodwiss and Jemma Rix in their bid to raise over £50,000 for charity, rowing 3,000 miles in 50 days across the Atlantic Ocean for Cancer Research UK, Fareshare and Mintridge. They will also be trying to break the women's world record in the process.

## Takeley Parish Council

Since locating the head office of the Company in Takeley, Essex, Weston Homes have been supporting the Takeley Parish Council, which has recently included Chairman Bob Weston pledging his support to help refurbish the Old School House into a new community centre which will be home to a number of village facilities.

### Saint Francis Hospice

The Company will be supporting the Saint Francis Hospice in Romford with £100k per year for three years. Saint Francis Hospice is an independent charity and one of the largest adult hospices in the UK. Their team of specialist consultants, doctors, nurses and a range of other health and social care professionals provide care and support to individuals with a life-limiting illness, as well as their carers and family members.

### Takeley 10K Run and Fun Day

Weston Homes continues to be an official sponsor of this local annual run which brings the village together to help raise funds for the improvement of community facilities.



Weston Homes' new mascot, Theodore the Bear



London Borough of Barking and Dagenham Summer of Festivals



Takeley 10k Run and Fun Day



Great Dunmow Soapbox Race

# In the Media

## Press coverage highlights in 2018

### ✘ More homes to buy with movie connection The Mail on Sunday – February 2018

“Unique features: Show home of a new Art Deco-inspired development on the site of Denham Film Studios, where Brief Encounter and David Lean’s Great Expectations were shot.”

[The Denham Film Studios, Denham](#)

### ✘ Still burning bright Financial Times – February 2018

“Weston Homes launched the 121-apartment development The Foundry in September”

[The Foundry, Hackney Wick](#)

### ✘ Weston Homes has a Goldeneye for design with new James Bond themed showhome Abode2 – February 2018

“Residential developer Weston Homes have unveiled a new James Bond themed show home at the Denham Film Studios, where numerous Bond movies were edited and reviewed.”

[The Denham Film Studios, Denham](#)



### ✘ Peterborough to get own ‘urban beach’ at £120m Fletton Quays development Peterborough Today – February 2018

“The attraction will come alongside the building of 358 apartments by the River Nene which is part of a £120 million regeneration of the site.”

[Fletton Quays, Peterborough](#)

### ✘ This week... Peterborough Metro – February 2018

“Fletton Quays will include four residential blocks containing a total of 358 one, two and three-bed flats, from £172,000 via Weston Homes. They’ll be joined by a Hilton hotel with rooftop bar and urban beach.”

[Fletton Quays, Peterborough](#)

### ✘ Career view: Jane Stock Showhouse – February 2018

“Jane Stock takes us through the successful career path that has led to two senior roles with one of London and the South East’s most high-profile housebuilders, Weston Homes, and its sister company, Weston Business Centres.”

## Social media – Instagram



### 📷 Stanley Kubrick @stanleykubrick – 24 January 2018

Denham Film Studios honoured #StanleyKubrick today, as proud daughter Katharina had the privilege of unveiling the road in his name.

### 📷 Variety Catherine Awards @catherineawards – 2 July 2018

Here’s your weekly #MondayMuse - inspirational Dawn Wylie! Dawn is Land Director @westonhomesPlc She joined Weston Homes straight from school at only 18 years of age. At 19, she was put onto Weston’s management trainee programme and has shown incredible progress all the way through. As a young woman in a male dominated sector, and without coming from the traditional RICS Chartered background, Dawn has done incredibly to get to where she is today. Join us at the #CatherineAwards to celebrate women’s achievements whilst raising vital funds for @varietygb #womeminbusiness #charity #charityevent#photooftheday #motivation#inspirationalwomen #inspiring#Inspiration #mondaymotivation



### 📷 Lawrie Cornish @lawriecornish – 2 July 2018

Sunny views from the Skyline Apartments in Greenwich, courtesy of @westonhomesPlc #RiverThames

## Social media – Twitter

### 🐦 St Clare Hospice @hospicestclare – 11 March 2018

A wonderful time was had by all at last night’s Spring Ball for St Clare @WestonHomes Thank you to all our Corporate Partners who came & helped raise over £23k in vital funding!

### 🐦 Lawrie Cornish @LawrieCornish – 4 April 2018

So exciting! @missgemcollins & @RealJamesArgent announce romance (shot at @WestonHomes) in @OK\_Magazine’s 25th anniversary issue

### 🐦 Peterborough United @theposhofficial – 10 May 2018

TITLE SPONSOR | We are pleased to announce that @WestonHomes are the new title sponsor of the London Road Terrace.

### 🐦 Great Dunmow Round Table @GreatDunmoRT – 27 May 2018

We’re very excited & pleased to announce that @WestonHomes are the official headline sponsor for the Dunmow Soapbox Race 2018 & have two karts racing! Give ‘em a cheer!

### 🐦 Essex Cricket @EssexCricket – 27 June 2018

Essex Cricket are delighted to announce a new five-year Platinum Sponsor partnership with Essex-based leading housebuilder, @WestonHomes

### 🐦 Summer of Festivals @Summeroffest – 22 August 2018

Youth Parade is back on 16 September supported by @WestonHomes. The event marks the amazing contribution young people make to our borough. Don’t forget the FREE Youth Parade event is for everyone to enjoy. The event is open to the public on Abbey Green 2pm - 5pm.

### 🐦 Eastern Echo @UKPropForEast – 23 August 2018

Housebuilder @WestonHomes launches biggest recruitment drive in a decade

### 🐦 Sarah Thompson @SarahVThompson – 31 August 2018

Amazing @WestonHomes have raised an ASTONISHING £155K for @hospicestclare at their annual golf day. Absolutely incredible. THANK YOU

## Social media – Facebook

### We Love Peterborough 29 January 2018

If you go down to the Quays today you'll be in for a big surprise. The sales and marketing suite is now open. We were shown around the Suite by the lovely Jess, where we viewed an example of the @WestonHomes two bedroom apartment. You'll be looking at high quality apartments, great views for those on the front overlooking the river Nene, spacious bedrooms and a balcony (if you want one). This is Phase one which will be looking to complete by the end of around 2019 and then phase two will then start which comprises of the final two blocks. #FlettonQuays #Peterborough #NewBuild #NewApartments #RiversideViews #WestonHomes

### Great Dunmow Soapbox Race 20 February 2018

We are very excited and pleased to announce that Weston Homes Plc are now the official headline sponsor for the Great Dunmow Soapbox Race 2018! #BigAnnouncement #WestonHomes #HeadlineSponsor #Sponsorship #Opportunity #GreatDunmow #SoapboxRace

### Trident Marketing Anglia 11 May 2018

Great to be at the sponsorship signing between Weston Homes and Peterborough United FC



### There is a way Evening Standard – May 2018

"Weston Homes offers its own "First-time SecureBuy" package which allows buyers to secure the plot of their choice at today's price for a £500 fee."

### Weston Homes needs 350 new staff by 2020 Showhouse – August 2018

"Leading regional housebuilder Weston Homes has announced that it will be recruiting 350 new staff over the next 18 to 24 months to keep up with its ambitious expansion plans."

### Government failing industry over Brexit, say housebuilding bosses Building – August 2018

"Weston Homes is on the hunt for 350 new staff to plug holes caused by Brexit."

### Commute to a beautiful city Evening Standard – September 2018

"Weston Homes has just launched a boutique development in the village of Cherry Hinton, just east of the city centre." [Eastfields, Cambridge](#)

### Dunstable gardens recognised in Anglia in Bloom competition Dunstable Today – October 2018

The gardens of Ashton Grove, once Ashton Middle School, in Dunstable has received a Certificate of Nomination in the Best Commercial/Industrial Area category in the Anglia in Bloom competition. [Ashton Grove, Dunstable](#)

### Housebuilder Weston see profits soar as it plans £28m expansion City A.M. - November 2018

"Housebuilder and office provider Weston has reported a huge increase in revenue and pre-tax profits as the developer cashes in on rising demand for new homes."



### OS Designs @o.s.designs – 2 July 2018

The reading corner in our penthouse project we designed for @westonhomesPlc with 360 views of Stratford. Special marble from Verona is combined with same tonal fabrics and contrasting wood finishes for a modern look. #osdesigns #luxuryliving #luxurydesign #luxuryfurniture #luxury #luxuryinteriors #londonliving #londondesign #londoninteriors #interiordesign #interiors #bespoke #bespokedesign #bespokefurniture #design #vogue #vogueliving #architecture #details #marble #verona #penthouse #stratford #porada



### Hannah Burke @hburkey28 – 7 September 2018

One week since @westonhomesPlc raised an incredible £155k for @stclarehospice #smashedit #westonhomes #skydive #beatthepro #topsponsor #topcompany #teamweston

### St Clare Hospice @hospicestclare – 1 September 2018

We are absolutely overwhelmed by the incredible support of @WestonHomes who yesterday raised £155,000 for St Clare at their annual Golf Day. Thank you so much - we are simply in awe of this incredible local business. Thank you to everyone who made this happen

### Anthea Turner @AntheaTurner1 – 6 September 2018

On my way @WestonHomes - Can't wait to see your new 'Lovats Chase' development #Newhouse #newhomes #home

### The Sunday Times Fast Track @ST\_FastTrack – 7 October 2018

Congratulations @CrudenHomes @ClickTravel @WestonHomes @thewhitecompany @PureGym @jjfoodservice @Village\_Hotels @SolventisUK #TopTrack250

### UK Green Building Council @UKGBC – 7 October 2018

Will London's buildings withstand the increase in extreme weather? UKGBC member @HTADesignLLP and @WestonHomes talked to @HomesProperty for this insightful article on the need for quality, resilient design in the face of a changing climate.

### Cllr Saima Ashraf @CllrAshraf - 7 November 2018

Simply fantastic and refreshing to hear from Dawn Wylie, Land Director at @WestonHomes #girlspower #WomenEmpowerment @BDPost

### Show House @ShowHouse - 20 November 2018

Strong starter homes sales sees Weston Group's profits rocket 54.5% #housebuilding #housing #construction @WestonHomes

### Saint Francis Hospice @SFHUK - 24 November 2018

We're thrilled @WestonHomes has pledged to donate £300,000 over the next 3 years. "Weston Homes has supported the hospice for many years & we understand the need for their specialist services throughout the Borough & beyond," said Bob Weston



# Accounts

CONSOLIDATED INCOME STATEMENT	2018	2017
Year ended 31 July 2018	£'000	£'000
<b>REVENUE</b>	<b>257,073</b>	<b>198,601</b>
Cost of sales	(194,485)	(152,178)
<b>GROSS PROFIT</b>	<b>62,588</b>	<b>46,423</b>
Administrative expenses	(26,361)	(23,130)
Other operating income	137	236
<b>OPERATING PROFIT</b>	<b>36,364</b>	<b>23,529</b>
Finance income	40	22
Finance costs	(1,227)	(1,142)
<b>PROFIT BEFORE TAX</b>	<b>35,177</b>	<b>22,409</b>
Income tax expense	(7,069)	(4,777)
<b>PROFIT FOR THE YEAR</b>	<b>28,108</b>	<b>17,632</b>
<b>CONSOLIDATED BALANCE SHEET</b>	<b>2018</b>	<b>2017</b>
At 31 July 2018	£'000	£'000
<b>NON-CURRENT ASSETS</b>		
Intangible assets	224	129
Property, plant and equipment	9,005	8,374
Deferred tax asset	113	79
Other receivables	89	237
	<b>9,431</b>	<b>8,819</b>
<b>CURRENT ASSETS</b>		
Inventories	240,141	241,004
Trade and other receivables	4,553	5,999
Cash at bank and in hand	11,756	31,499
	<b>256,450</b>	<b>278,502</b>
<b>TOTAL ASSETS</b>	<b>265,881</b>	<b>287,321</b>
<b>LIABILITIES</b>		
Current	49,113	52,099
Non-current	132,092	175,666
<b>TOTAL LIABILITIES</b>	<b>181,205</b>	<b>227,765</b>
<b>NET ASSETS</b>	<b>84,676</b>	<b>59,556</b>
<b>CAPITAL AND RESERVES</b>		
Share capital	246	245
Capital redemption reserve	4,180	4,180
Retained earnings	80,250	55,131
<b>TOTAL EQUITY</b>	<b>84,676</b>	<b>59,556</b>

CONSOLIDATED STATEMENT OF CASH FLOWS	2018	2017
Year ended 31 July 2018	£'000	£'000
<b>Reconciliation of operating profit to net cash flows from operating activities</b>		
Operating profit	36,364	23,529
Depreciation, amortisation and loss on sale of assets	2,346	2,332
Finance costs included in cost of sales	6,737	4,580
Share based payments	11	-
Decrease/(increase) in inventories	1,813	(44,203)
Decrease/(increase) in trade and other receivables	1,594	(3,284)
(Decrease)/increase in trade and other payables	(3,332)	9,126
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATIONS</b>	<b>45,533</b>	<b>(7,920)</b>
Interest paid	(8,351)	(6,964)
Non-equity dividends paid	(722)	(722)
Tax paid	(5,511)	(4,393)
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>30,949</b>	<b>(19,999)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Net capital expenditure	(1,441)	(532)
Interest received	40	22
<b>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</b>	<b>(1,401)</b>	<b>(510)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Capital element of finance lease rental payments	(1,792)	(1,869)
Net (decrease)/increase in bank loans and borrowings	(44,500)	39,414
Issue of ordinary shares	1	-
Equity dividends paid	(3,000)	(2,500)
<b>NET CASH (OUTFLOW)/INFLOW FROM FINANCING ACTIVITIES</b>	<b>(49,291)</b>	<b>35,045</b>
Net (decrease)/increase in cash	(19,743)	14,536
Cash at bank and in hand brought forward	31,499	16,963
<b>CASH AT BANK AND IN HAND CARRIED FORWARD</b>	<b>11,756</b>	<b>31,499</b>

## ANALYSIS OF CHANGES IN NET DEBT

	Opening balance	Cash flows	Non cash movements	Closing balance
	£'000	£'000	£'000	£'000
<b>CASH AT BANK AND IN HAND</b>	<b>31,499</b>	<b>(19,743)</b>	<b>-</b>	<b>11,756</b>
Loans	(168,844)	44,500	-	(124,344)
Preference shares	(9,025)	-	-	(9,025)
Finance leases	(2,309)	1,792	(1,626)	(2,143)
	<b>(180,178)</b>	<b>46,292</b>	<b>(1,626)</b>	<b>(135,512)</b>
<b>NET DEBT</b>	<b>(148,679)</b>	<b>26,549</b>	<b>(1,626)</b>	<b>(123,756)</b>

# Contacts

## Weston Group Plc

### Directors

R.P. Weston (Chairman)  
J.G. Wood  
M.W. Alden  
S.R. Thomas  
J.R. Lewis  
J.E. Stock  
S.P. Bickel  
R.J. Downing (Non Executive)  
M.A. Chapman (Non Executive)  
S. Miles-Brown (Non Executive)  
A.R. Taylor (Non Executive)

### Secretary

R.P. Weston

### Registered Office

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### London Office

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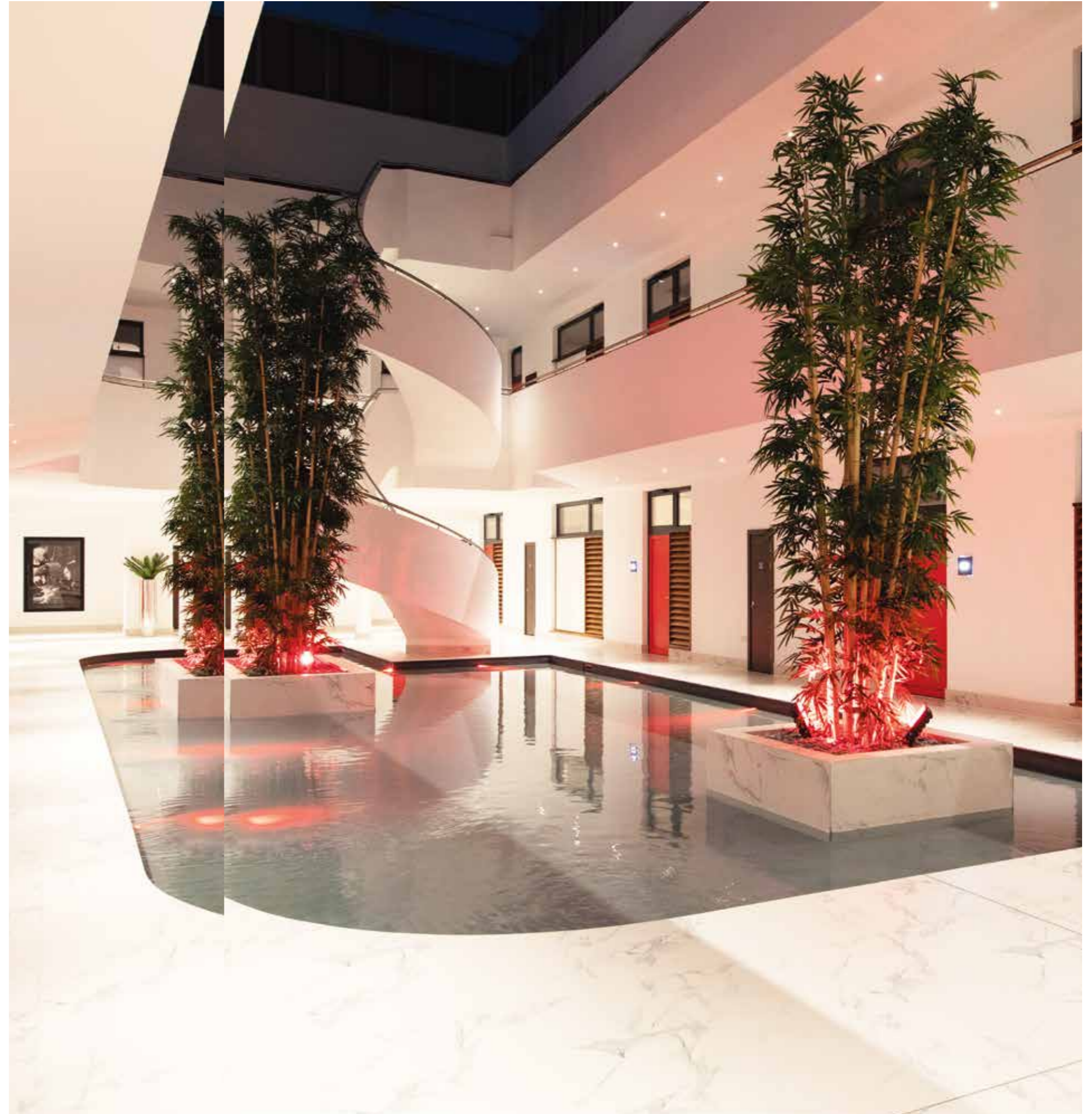
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Built with passion,  
delivered with pride.

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