

04 June 2025



Princes Road
Maldon
Essex CM9 5DL

www.maldon.gov.uk



APOLOGIES: Committee Services
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CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

STRATEGY AND RESOURCES COMMITTEE

on **THURSDAY 12 JUNE 2025 at 7.30 pm**

in the **Council Chamber, Maldon District Council Offices, Princes Road, Maldon.**

Please Note: All meetings will continue to be live streamed on the [Council's YouTube channel](#) for those wishing to observe remotely. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

To register your request to speak / attend in person please complete a [Public Access form](#) (to be submitted by 12noon on the working day before the Committee meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Chief Executive

COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor J Driver
VICE-CHAIRPERSON	Councillor J C Stilts
COUNCILLORS	J R Burrell-Cook M F L Durham, CC A Fittock K M H Lagan A M Lay R H Siddall P L Spenceley M E Thompson Vacancy(one)

Please note: Electronic copies of this agenda and its related papers are available via the Council's website www.maldon.gov.uk.



AGENDA STRATEGY AND RESOURCES COMMITTEE

THURSDAY 12 JUNE 2025

1. **Chairperson's Notices**

2. **Apologies for Absence**

3. **Minutes of the Last meeting** (Pages 5 - 28)

To consider the Minutes of the Strategy and Resources Committee held on 13 March 2025 (copy enclosed).

4. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

5. **Public Participation**

To receive the views of members of the public, of which prior notification in writing has been received (no later than noon on the Tuesday prior to the day of the meeting).

Should you wish to submit a question please complete the online form at:
www.maldon.gov.uk/publicparticipation.

6. **Appointment of Representatives on Outside Bodies and Working Groups**
(Pages 29 - 30)

To consider the report of the Chief Executive, (copy enclosed).

7. **Car Parking Strategy** (Pages 31 - 46)

To consider the report of the Deputy Chief Executive, (copy enclosed).

8. **Animal Welfare Licensing Policy** (Pages 47 - 72)

To consider the report of the Deputy Chief Executive, (copy enclosed).

9. **Transfer of Foundry Lane Car Park Burnham-on-Crouch** (Pages 73 - 78)

To consider the report of the Lead Legal Specialist, (copy enclosed).

10. **Promenade Park Management Plan** (Pages 79 - 120)

To consider the report of the Deputy Chief Executive, (copy enclosed).

11. **Strategic Assets Working Group Business Cases** (Pages 121 - 132)
To consider the report of the Deputy Chief Executive, (copy enclosed).
12. **Provisional Financial Outturn 2024 / 25** (Pages 133 - 148)
To consider the report of the Chief Finance Officer (copy enclosed).
13. **Any other items of business that the Chairperson of the Committee decides are urgent**
14. **Exclusion of the Public and Press**
To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.
15. **Budget Growth Request** (Pages 149 - 152)
To consider the report of the Deputy Chief Executive, (copy enclosed).
16. **Project Proposal and Funding Request** (Pages 153 - 156)
To consider the report of the Assistant Director - Place and Community (copy enclosed).
17. **Princes Road - Replacement Fire and Building Security Systems** (Pages 157 - 164)
To consider the report of the Chief Executive.

NOTICES

Recording of Meeting

Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session.

Fire

We do not have any fire alarm testing scheduled for this meeting. In the event of a fire, a siren will sound. Please use either of the two marked fire escape routes. Once out of the building please proceed to the designated muster point located on the grass verge by the police station entrance. Please gather there and await further instruction. If you feel you may need assistance to evacuate the building, please make a member of Maldon District Council staff aware.

Health and Safety

Please be advised of the different levels of flooring within the Council Chamber.

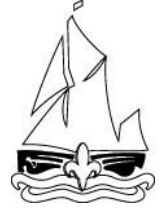
Closed-Circuit Televisions (CCTV)

Meetings held in the Council Chamber are being monitored and recorded by CCTV.

Lift

Please be aware, there is not currently lift access to the Council Chamber.

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**MINUTES of
STRATEGY AND RESOURCES COMMITTEE
13 MARCH 2025**

PRESENT

Chairperson	Councillor M F L Durham, CC
Vice-Chairperson	Councillor J Driver
Councillors	A Fittock, A S Fluker, K M H Lagan, A M Lay, N D Spenceley, W Stamp, CC, M E Thompson, M G Bassenger (Substitute for R H Siddall) and R G Pratt (Substitute for D O Bown)

587. CHAIRPERSON'S NOTICES

The Chairperson welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

588. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE

Apologies for absence were received from Councillors D O Bown and R H Siddall.

In accordance with notice duly given, Councillor R Pratt was attending as a substitution for Councillor Bown and Councillor M G Bassenger as a substitution for Councillor Siddall.

589. MINUTES OF THE LAST MEETING

RESOLVED

- (i) that the Minutes of the meeting of the Committee held on 23 January 2025 be received.

Minute No. 507 – Fees and Charges Additional Information: Car Park Charges – Burnham-on-Crouch

Councillor A S Fluker referred to a question he had raised at this meeting which he felt should have been Minuted. The Chairperson agreed that the Minutes would be reviewed and requested that the following be added to the Minutes.

In response to a question regarding whether a consultation had taken place between Burnham-on-Crouch Surgery and the Council in respect of the proposed changes to the car park situated outside of the doctor's surgery, Officers clarified that this had been considered by the Working Group who felt that consultation was not required.

RESOLVED

- (ii) that subject to the above amendment the Minutes of the meeting of the Committee held on 23 January 2025 be confirmed.

590. PUBLIC PARTICIPATION

No requests had been received.

591. DISCLOSURE OF INTEREST

There were none.

At this point the Chairperson thanked Councillor J Driver for standing in for him over the past few weeks.

592. AMENDMENT OF THE MARKET HILL AIR QUALITY MANAGEMENT AREA

The Committee considered the report of the Deputy Chief Executive seeking Members' approval to amend the Market Hill Air Quality Management Area (AQMA).

The report provided background information regarding AQMAs which were declared by local authorities when air quality objectives were not being achieved in a certain area. In 2018 Maldon District Council declared an AQMA at Market Hill Maldon due to exceedances of Nitrogen Dioxide (NO₂). It was noted that where there had been no exceedances over the previous five years local authorities must make plans to revoke or amend the AQMA.

The report detailed the monitoring of the Market Hill AQMA NO₂ levels over the last five years which it was noted had produced results below the relevant threshold. The Council was therefore proposing to amend the AQMA and remove the 1-hour mean declaration for NO₂. The proposal to amend the AQMA had been submitted to the Department for Environment, Food and Rural Affairs (DEFRA) as part of the Council's annual Air Quality Status report and this had been formally accepted in June 2024.

Following the Officers' presentation, Councillor A S Fluker proposed that the recommendation be agreed.

In response to a question regarding monitoring, the Technical Lead – Environmental Protection advised Members that the Council would continue to monitor levels on Market Hill, the proposed amendment was in relation to the hourly mean and the Council did not have an automatic monitoring station to monitor this directly. Air quality would continue to be monitored and reported to DEFRA. Although there were still some exceedances of the annual mean these levels were monitored monthly and the Council would continue to address the areas showing exceedances.

The Chairperson moved the recommendation which was duly agreed. Councillor K M H Lagan asked that his dissent be recorded.

RESOLVED that the Air Quality Management Area Amendment Order 2025 is approved, effectively removing the nitrogen dioxide 1-hour mean objective, leaving the annual mean objective as designated.

593. PAY POLICY STATEMENT

The Committee considered the report of the Chief Executive seeking the Council's approval of a Pay Policy Statement for 2025 (attached as Appendix 1 to the report).

It was noted to meet the requirements of the Localism Act 2011 the Council was required to publish a Pay Policy Statement which had been annually approved by the elected Members of the Council. The Pay Policy Statement had been reviewed and reflected the current arrangements for pay at Maldon District Council.

During her presentation of the report the Assistant Director - Resources reported the following two further amendments to the Policy:

- An amendment to the pay multiple, the ratio between the highest taxable earning paid in the Council and median earnings figure for the whole workforce. The report provided a ratio of 1 to 2.8 as at September 2024, however this could now be updated to account the new Chief Executive role, and this meant the pay ratio would now be 1 to 3.9. Members were advised that this was still substantially below the government guidance of no more than a ratio of 1 to 20.
- Section 2.1 Chief Officer Pay required amendment as the Chief Finance Officer (Section 151) role was omitted from this section. Members were advised that this would be added to the Policy prior to it being considered by the Council.

In response to comments and questions raised by Members, the Assistant Director - Resources provided the following information:

In line with most Local Authorities (LAs) the Council had spinal points with 4 or 5 increments and upon starting a job you would start at the bottom and progress. On average there is four years of progress in a salary. Being a small Council the opportunities to progress would be restricted.

The Council had matrix grades through which staff are developed and the Council was looking at ways to bring in more development. The Council also had cross development which was a benefit.

The 2024 / 25 pay award rates were governed by the National Joint Council (NJC) and agreed by the Unions. The NJC guidance provided a static sum for those grades below Spinal Column Point J38 and a percentage rate for all grades above that. The 2.5% increase for grades above J38 was a much higher amount of money than those on lower grades and therefore the static sum for SCPs A1 – J37 was brought in to even this out.

The Chairperson then put the recommendation, subject to the two amendments raised by the Assistant Director - Resources and this was duly agreed.

RECOMMENDED that subject to the two amendments detailed above, the Pay Policy Statement attached at **APPENDIX 1** to these Minutes be agreed.

594. BUDGETARY CONTROL - QUARTER 3 (DECEMBER 2024)

The Committee considered the report of the Interim Chief Finance Officer providing financial performance information at the end of quarter three (Q3) (December 2024). The report provided an update on the Revenue and Capital budgets at the end of Q3 and it was noted that due to conflicting priorities within the Finance team, it was decided that a light-touch approach to Q3 would be applied.

The report highlighted that an in-depth review of budget monitoring process was being undertaken and this had meant that the usual detailed commentary on variances was not available.

Members were advised that a further adjustment relating to a correction in Earmarked Reserves resulted in a Revised Budget at the end of Q3 and table 1 of the report outlined these adjustments.

The anticipated underspend to the capital budget at the end of December 2024 was set out in the report and it was noted that a large amount of the delayed expenditure related to the leisure contract works starting.

It was noted that an addendum to the report had been circulated and this detailed the Council's use of Supplementary Estimates, Virements, Reserves and Procurement Exemptions at the end of period ten (January 2025).

Members discussed the report and in response to questions raised, the Interim Chief Finance Officer provided the following information regarding the Capital Budget:

- Table 3 of the report provided a status on the projects and the Interim Chief Finance Officer reported that he had met with all Assistant Directors to go through the underspend.
- The capital budgets relating to Parks and Play Equipment were managed by two separate services and it was noted that related projects were not delayed, just moving into the 2025 / 26 year.
- Improvement to the budgeting process would be made when the capital budget for 2025 / 26 was set. In addition, there would be a review of the projects, with some being removed, added and any remaining budget would be reprofiled.

Members congratulated the Interim Chief Finance Officer for his report and the information provided. It was noted that the Council was advertising for a permanent Chief Finance Officer and the Interim Chief Finance Officer reassured Members that he was committed to giving the new Officer a handover and would stay for as long as the Council wanted him to stay. He referred to the Finance Team and commented that this was also now in a better position.

The Chairperson then put the recommendations which were duly agreed.

RESOLVED

- (i) That the forecasted revenue outturn position for 2024/25, as summarised at section 4 of the report, be noted.
- (ii) That the forecasted capital outturn position for 2024/25, as summarised at section 5 of the report, be noted.
- (iii) That the Supplementary Estimates, as summarised in Table 1 of the Addendum, be noted.
- (iv) That the use of Reserves, as summarised in Table 2 of the Addendum, be noted.

595. SPLASH PARK PERFORMANCE 2024

The Committee considered the report of the Interim Chief Financial Officer providing an update on Splash Park performance for the 2024 season.

The report provided background information regarding the operation of the splash park which was being undertaken by Places Leisure (PL) following a successful pilot period in 2022 and approval by the Council for the 2023 and 2024 seasons.

Appendix 1 to the report detailed the financial performance for the splash park along with comparable information for the 2023 and 2024 seasons. The Commercial Manager, in his presentation of the report, drew Members' attention to a number of areas which highlighted to the financial performance being reported.

It was noted that the Council had agreed to include operation of the splash park as part of the recent procurement exercise to identify a new leisure partner for a period of 10 to 25 years. PL had been awarded a 20-year partnership arrangement commencing in March 2025 and future delivery of the splash park would be monitored via the future Place Leisure and Maldon District Council Liaison Group who would meet quarterly.

During the lengthy debate that ensued a number of questions were raised by Members and in response the Commercial Manager provided the following information:

- The splash park would be commissioned in April to ensure that if there were any bacterial or water testing responses that these could be addressed prior to the planned opening of the splash park in May half term. The high costs reported for April and May 2024 related to the high bacterial content.
- With regards to the setting of opening times, Members would have opportunity to feed into this through the proposed Partnership Board which would then present these to PL.
- UV filters were not currently installed, however significant investment was planned for the 2025 season, along with investment in the green infrastructure to see the splash park performing as carbon neutral.
- Reference was made to having free sessions making the splash park accessible to all and it was noted that concession pricing was being considered.
- The opening times for 2025 were set out within the report and Members were advised that once open it would be possible to extend the hours, where appropriate and the Council would have discussions with PL regarding this.

Councillor A S Fluker proposed that a report be brought to a meeting of the Council to appoint Members to the proposed PL Partnership Board and that the recommendation set out the report be agreed. This was duly seconded and agreed.

RESOLVED

- (i) that Members reviewed provided feedback on the summary of the 2024 Splash Park season;
- (ii) that a report be brought to a meeting of the Council to consider and appoint Members to the Places Leisure Partnership Board.

596. WORK OF THE PLANNING POLICY WORKING GROUP 2024 / 25

Councillor A Fittock, Chairperson of the Planning Policy Working Group (the Working Group), presented the report, which provided an annual update on the work carried out by the Working Group from February 2024 to February 2025. He then put the recommendation as set out in the report.

It was noted that the Working Group was positively assisting in the process of moving forward with the Local Development Plan (LDP) review. An all-Member briefing regarding the growth option was being planned for April / May, prior to being presented to the Council.

Some comments were made regarding the LDP review and the speed at which this had progressed. The Chairperson advised that it had been difficult for the Working Group because of the changing goal posts which would probably change again with the Planning and Infrastructure Bill.

RESOLVED that the Committee received the content of the report.

597. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRPERSON OF THE COMMITTEE DECIDES ARE URGENT

There was none.

598. EXCLUSION OF THE PUBLIC AND PRESS

The Chairperson moved the proposal to exclude the public and press as set out on the agenda and this was duly seconded.

Councillor A S Fluker referred Members to and quoted a guidance note from the Monitoring Officer on Committee processes. He questioned why the following reports were due to be considered in private session in respect of the reason for exemption applied and whether consideration had been given to the public interest test. In response to a further question, it was confirmed that both reports had been considered by the Monitoring Officer prior to being brought to the Council.

Following lengthy discussion, Councillor Fluker advised he was still uncomfortable and asked the Chairperson to consider deferring the following items of business. This was not considered.

In accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote.

The Chairperson confirmed that this vote related only to Agenda Item 13 – Funding Request – Council Offices, Princes Road and he would consider Agenda Item 14 separately. A vote was then taken, and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, J Driver, A Fittock, A M Lay, R G Pratt, N D Spenceley, W Stamp and M E Thompson.

Against the recommendation:

Councillor A S Fluker.

Abstention:

Councillors M F L Durham and K M H Lagan.

It was therefore **RESOLVED** that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

599. FUNDING REQUEST - COUNCIL OFFICES, PRINCES ROAD

The Committee considered the report of the Interim Chief Financial Officer requesting a drawdown from Council Reserves so that urgent maintenance and critical safety items could be addressed at the Council offices, Princes Road. These items related to fire, security and CCTV along with the replacement of some timber framed windows and doors.

The report provided background information regarding the Council's decision to remain at the Princes Road site and the need to carry out urgent maintenance and improve safety matters in relation to the building. Detailed information in respect of the proposed improvements and proposed budget costs were set out in the report.

Following the Officer presentation, the Chairperson moved the recommendations set out in the report, advising that both would be a recommendation to the Council.

During the lengthy debate that ensued, a number of Members raised concerns regarding the proposals, particularly the amount of money requested. In response additional information was provided by Officers, including:

- The costs detailed for window / door replacement related to those needing urgent replacement and was a small percentage of the total figure as the remainder windows / doors would need replacing over the next two years. It was noted that the Council was hoping to get grant to assist with costs for the second phase of replacement.
- The supplier costs detailed within the report were robust for the requirements of the Council and its tenants of the building.
- The current CCTV system was out of date, and it was therefore advisable for the Council for an improvement system to be installed.
- Although the Council was not in breach of any statutory obligations there were risks which had to be taken into consideration.
- In order for Officers to go out to the market to procure the services required they needed to have secured a budget.
- The Council's access system was currently being supported by the IT Team and for a number of reasons including security and external compromises it was better to have a more up to date system.

In accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote in relation to recommendation (i).

The Chairperson then moved recommendation (i) as set out in the report and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, J Driver, A Fittock, A M Lay, N D Spenceley and M E Thompson.

Against the recommendation:

Councillors A S Fluker, K M H Lagan, R G Pratt and W Stamp.

Abstention:

Councillor M F L Durham.

The Chairperson advised that this was therefore agreed.

In accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote in relation to recommendation (ii).

The Chairperson then moved recommendation (ii) as set out in the report and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, J Driver, A Fittock, K M H Lagan, A M Lay, N D Spenceley, W Stamp and M E Thompson.

Against the recommendation:

Councillors A S Fluker and R G Pratt.

Abstention:

Councillor M F L Durham.

The Chairperson advised that this was therefore agreed.

RECOMMENDED

- (i) That the sum detailed in the report be approved for drawdown from Council reserves to enable the purchase and installation of replacement Fire, Security and CCTV Systems at the Council Offices, Princes Road - as detailed in the report;
- (ii) That the sum detailed in the report be approved for the necessary replacement of 26 timber framed windows and doors at the Council Offices, Princes Road.

600. CONTINUATION IN CLOSED SESSION

At this point the Chairperson sought confirmation from the Committee to remain in closed session to consider the next item of business – Events and Concessions Summary 2024. This was duly agreed.

RESOLVED that under Section 100A (4) of the Local Government Act 1972 the public continues to be excluded from the meeting for the following item of business.

601. EVENTS AND CONCESSIONS SUMMARY 2024

The Committee considered the report of the Interim Chief Financial Officer updating Members on delivery of the Events and Concessions Strategy 2023 – 2028 (the Strategy), an annual requirement of the Strategy. Appendix 1 to the report detailed the events and concessions that the Council had welcomed into its parks and open spaces to date. Appendix 2 detailed the event impact, which was reported to the Performance, Governance and Audit Committee on an annual basis.

The report provided background information regarding the diverse range of events and concessions that the Council had hosted in its parks and open spaces and the number of visitors these drew to the District each year.

Members noted that delivery of the Strategy ensured that the Council was committed to developing an increased level of commercial acumen along with delivering positive social outcomes with community, social and health initiatives.

During his presentation of the report, the Commercial Manager drew Members' attention to the 2025 events schedule leaflet which had been provided to all Members at the meeting.

A debate ensued and during this Members were provided with additional information which included further details of the different events, how the economical impact of was calculated and the income achieved. It was noted that any related cleaning, waste collection or additional costs would be charged to an event organiser / promoter. In response to questions regarding specific events, Members were provided with further details of related costs.

Members commended the Commercial Manager for the amount of events arranged.

The Chairperson put the recommendation which was duly agreed.

RESOLVED that Members reviewed and provided feedback on the summary of the 2024 season.

There being no other items of business the Chairperson closed the meeting at 9.27 pm.

M F L DURHAM, CC
CHAIRPERSON

Pay Policy Statement 2025/26



Document Control Sheet

Document title	Pay Policy Statement
Summary of purpose	Compliance with Localism Act
Prepared by	Resources Specialist Services Manager
Status	Final
Version number	13
Approved by	Council
Approval date	3 April 2025 Reviewed May 2024 in line with restructure at Tier 1. Approved Council 29 May 2024. Updated Feb 25 to align pay award 24/25, Salary Sacrifice added, structural updates, inclusion of how pay is calculated.
Date of implementation	3 April 2025
Review frequency	Annual (or as necessary before then)
Next review date	01 April 2026
Circulation	All staff & Members
Published on the Council's website	Yes

Validity Statement

This document is due for review by the date shown above, after which it may become invalid.



MALDON DISTRICT
COUNCIL

Pay Policy Statement

Introduction

This Statement has been written to meet the statutory requirements of the Localism Act 2011 (the Act), Chapter 8 (Pay Accountability) Section 18 (1) and to aid transparency in respect of Maldon District Council's policy regarding pay to all staff.

The Council seeks to be able to recruit and retain employees in a way which is competitive and fair.

1. General policy

- 1.1 For the purpose of this policy a chief officer and non-statutory chief officer under section 2 of the Local Government and Housing Act, 1989 includes the Chief Executive as Head of Paid Service, and Deputy Chief Executive.
- 1.2 The Chief Executive is responsible for the overall management of the Council and its resources. She/he has delegated authority to determine pay for all employees of the Council.
- 1.3 The appointment and dismissal of Assistant Directors and the Statutory Officers are determined under the Officer Employment and Disciplinary Procedure Rules. The Chief Executive leads on the development and the implementation of the Council's strategies and sets the framework for community engagement.
- 1.4 The Council's pay policy statement is underpinned by the principle of equal pay and recognises equal pay between both female and male officers as a legal right under employment law and ensures fair and non-discriminatory remuneration package across the authority.

2. Determination of Job Grades

- 2.1 Maldon District Council has adopted the "Hay Job Evaluation Scheme" which systematically establishes the relative values of different jobs. The Scheme has been used to determine the grades of all existing posts and for new posts as they arise. It is the only mechanism within the Council for determining the grading of posts. Responsibility for administering and coordinating the Job Evaluation Scheme rests with Human Resources.
- 2.2 A job can only be considered for re-evaluation where there has been a significant change to the responsibilities and accountabilities of the post and where the post holder and the Manager agree a need for a review. The Manager will need to advise where the changes have come from as another post may be affected resulting in a decrease in the applicable grade of that post. If this results in an increase in grade, this will become effective from the date of the job evaluation panel was held. If this results in a decrease, pay protection will apply.

- 2.3 All roles in the Council are job evaluated and place all roles within a single unified pay scale approved by the Council. Any appointment outside of this pay scale, for reason of market forces for instance where there are recruitment challenges, would be agreed by Strategy and Resources Committee.
- 2.4 The Job Evaluation process was designed to achieve compliance with Equal Pay legislation and to standardise the contractual terms and conditions of staff. Remuneration of all Council employees is governed by agreed policy and procedures.
- 2.5 The Council's pay policy statement and its principles are applied consistently to all employees. For part-time employees, salary entitlement and the Council's conditions of service are applied pro-rata to comparable full-time employees.
- 2.6 Temporary employees' salary entitlement and the Council's conditions of service will be applied on the basis of an equivalent to that of permanent employees.

2. Policy on Payments

2.1 Chief Officer Pay

- 2.1.1 The Act defines Chief Officers as the following (the post titles in brackets identify the relevant posts within the council's senior management structure):
- The Head of Paid Service (Chief Executive)
 - A non-statutory chief officer (Deputy Chief Executive)
 - The Monitoring Officer (Lead Legal Specialist)

2.2 Pay and its calculation

- 2.2.1 The Council's pay scales range from A1-P64. Each grade within the spinal column point consists of four spinal points.
- 2.2.2 To calculate hours pay, the employees' annual salary is divided by 365 (days), multiplied by 7 (days), divided by the number of hours worked.
- 2.2.3 For employees working less than 37 hours or those on average pay, the actual hours worked are divided by 37 (hours) then multiplied by the annual salary which gives the pro rata rate.
- 2.2.4 The pay line for Assistant Directors is subject to the same factors as the rest of staff pay, for example any annual pay award granted and aligns to the National Joint Council (NJC).
- 2.2.5 Any exception to this, such as a proposal to change the pay of senior staff out of line with normal pay awards would be subject to a report to the Council and approval being given.

- 2.2.6 The Chief Executive, Deputy Chief Executive and Assistant Directors have delegated powers to award discretionary points on an officer's salary scale within approved budgetary limits where they deem it to be in the interests of the Authority. This only applies to points up to the maximum of the salary band for that post.
- 2.2.7 New entrants will normally be placed at the bottom of the scale unless in exceptional circumstances, it can be demonstrated that they have had experience in the same role with the same level of responsibility in another organisation with the capability to work and function at a high level from the outset. Other considerations to merit an appointment at a higher scale point are when a case is made to establish demonstrable previous skills and experience against proven organisational need. These will need to be agreed by HR in consultation with the appropriate manager above Head of Service level. In the case of a Chief Executive appointment this will be confirmed by recommendation to the Council through the Appointments Board. The Deputy Chief Executive, Section 151 and Monitoring Officer will be confirmed by the Appointments Board however pay will be determined by the Deputy Chief Executive or Chief Executive.
- 2.3 Performance related pay and bonuses
- 2.3.1 Maldon District Council does not have performance related pay or bonus payments for any post. As there is no mechanism for linking pay and performance in this way 'earn back' arrangements are not appropriate.
- 2.4 Progression through the Pay Spine
- 2.4.1 New staff receive an increment after successful completion of their six-month probationary period. Internal movers may receive an increment at the six months anniversary under our performance management scheme. Those appointed at the top of the scale point in their grade will not achieve any movement.
- 2.4.2 Those at Assistant Director level will have their performance reviewed annually by the Chief Executive or Deputy Chief Executive.
- 2.4.3 The Deputy Chief Executive's performance is reviewed by the Chief Executive.
- 2.4.4 The Leader and the Deputy Leader of the Council will be responsible for reviewing the Chief Executive's performance.
- 2.4.5 Incremental increases are not paid if the individual is already at the top of their pay band, or, if they have received an incremental rise within the previous 6 months.

2.5 Fees, allowances, benefits in kind and expenses

- 2.5.1 The Chief Executive is also the Returning Officer for the District, meaning that the post holder has specific responsibilities in respect of all elections and national referenda held in the District. These duties attract fees that are variable depending on the election. For Parliamentary, Police, Fire and Crime Commissioner, European elections and national referenda these are set by the Government, for County elections by Essex County Council and for District and Parish elections these are set locally. The Chief Executive may delegate the Returning Officer duties to the Deputy Chief Executive and in doing so, delegates the allowance also.
- 2.5.2 Apart from these fees, allowances, benefits in kind or expenses are available to all staff and on the same basis.
- 2.5.3 Staff appointed as Deputy Returning Officer's by the Returning Officer can receive a proportion of the above fees dependent upon the responsibilities undertaken at each separate election, as determined by the Chief Executive as Head of Paid Service.

2.6 Pension

- 2.6.1 All staff are eligible to join the Local Government Pension Scheme in accordance with the terms of that scheme. No special considerations apply to the posts listed in 2.1.
- 2.6.2 The employee contribution rates for members of the Local Government Pension Scheme (LGPS) are reviewed on 01 April each year. The rates as effective from 01 April 2024 are as set out below:

		main scheme	50/50 scheme
up to	£17,600.00	5.50%	2.75%
£17,601.00	£27,600.00	5.80%	2.90%
£27,601.00	£44,900.00	6.50%	3.25%
£44,901.00	£56,800.00	6.80%	3.40%
£56,801.00	£79,700.00	8.50%	4.25%
£79,701.00	£112,900.00	9.90%	4.95%
£112,901.00	£133,100.00	10.50%	5.25%
£133,101.00	£199,700.00	11.40%	5.70%
£199,701.00	or more	12.50%	6.25%

- 2.6.3 Every three years an independent actuary calculates how much the Council should contribute to the Scheme. From 01 April 2023, the employer contribution rate uplifted from 19.9% to 20.9% contributory pay (this includes the administration levy).

2.7 Severance payments

- 2.7.1 Where senior staff leave in the normal course of business (resignation, retirement, etc.) the same procedures would be applied as for any other staff member and no additional payments would arise as a result.
- 2.7.2 Should a staff member leave as a result of a settlement agreement these, by their nature, are subject to negotiation with the individual and their representatives and so are variable in their terms. Such agreements are formal legal arrangements and confidentiality binding on both parties is a key component, so any payment arising from such an agreement would not be published. Authorisation of the payment would be in accordance with the Statutory Guidance on the Making and Disclosure of Special Severance Payments, the Council's Terms of Reference and Scheme of Delegation and it would need to represent value for money for the taxpayer in the circumstances.
- 2.7.3 Senior staff that were previously employed by the Authority and left with a severance or redundancy payment may be re-employed on a consultancy basis to cover short term staff pressures where it is considered appropriate and in the public interest to do so.
- 2.7.4 For the purposes of continuous service, employees with multiple roles may have different continuous service dates which reflect the start date within the role. The role being made redundant will be calculated on the correct continuous service date.

2.8 Additional Payments

- 2.8.1 When recruiting to a senior post the salary offered would be that applicable to the grade of the post, as determined by Job Evaluation, and within the established pay line. No additional payments would arise, unless a market supplement to enable recruitment was considered justified due to a recognised technical skill shortage in the job market. See also Market and Retention Supplements.
- 2.8.2 Employees with multiple jobs within the Council, as per HM Revenues and Customs (HMRC) guidelines, have their National Insurance (NI) liability amalgamated to reflect the correct deduction.

2.9 Statutory roles

- 2.9.1 The Monitoring Officer, Section 151 Officer and Head of Paid Service are not subject to any additional payment. The statutory nature of the roles are considered as part of the substantive role; these are aligned to when being considered under the Hay Job Evaluation Scheme.

2.10 Publication of remuneration of senior staff

2.10.1 This Pay Policy Statement, once approved by the Council, will be published on the Council's website.

2.10.2 The remuneration and pension contributions of senior staff whose remuneration and pension contributions are £50,000 and over are published annually in the Financial Statements of the Authority. These are placed on the Council's website.

3. Lowest paid staff and The Real Living Wage

3.1 Definition

3.1.1 Maldon District Council is committed to paying The Real Living Wage which is a voluntary rate of pay to apply. When The Real Living Wage increase is announced each year, it is requested that the increase is applied within 6 months. Therefore, it is commonplace to apply any inflated rate to employees pay the first date of the following month. Staff in Pay Bands A to C, on spinal points 1 to 9 are paid a supplement to bring their hourly rate of pay up to that of The Real Living Wage rate. The increased rate of £12.60 per hour was paid to employees from 01 November 2024.

3.2 Pay Policy in respect of lowest paid staff

3.2.1 No special considerations apply to the lowest paid staff. They are subject to identical terms and conditions, procedures and policies as all other staff. In some cases, these policies give slightly different benefits to different levels of staff. For example, for the lowest five pay bands (A to E) enhanced pay rates for overtime are paid. No enhancement above grade E is paid. In contrast the basic amount of annual leave increases with grade bands.

3.2.2 The Council employs Apprentices, but these are not included within the definition of 'lowest paid employees' and are not subject to The Real Living Wage rate as they are paid the legal pay rate for Apprentices.

4. Pay Ratio's

4.1 The Pay Multiple is the ratio between the highest taxable earnings and the median earnings figure for the whole authority in accordance with the Transparency Code 2014.

4.2 Maldon, as at end of quarter 2, September 2024, has the ratio between the Director salary and the median of all staff as 1:2.8. The Government has considered setting twenty to one as a maximum. As Maldon District Council's rate is currently below this amount it is not considered necessary to have a specific policy concerning the pay multiple. If the multiple starts to rise, for example above five to one, this could be reconsidered.

5. Pay Award / Negotiation

- 5.1 The NJC for local government services ('Green Book') negotiates pay on behalf for Local Authority staff. Maldon District Council is committed to paying its employees the nationally agreed pay award each year. The award for 2024/25 was aligned to the Council's own pay scale as below;
- Spinal Column Point (SCP) A1 - J37: Increase of £1,290.00
 - SCP J38 – O60: Increase of 2.5%
- 5.2 Apprentice pay rates fall in line with the Apprenticeship rate of pay as set by the government.
- 5.3 Pay for the Chief Executive is paid at SCP P. The Deputy Chief Executive at SCP O. These SCP's are subject to pay awards as negotiated by the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities. The pay negotiations for 2024-25 awarded 2.5% uplift.
- 5.3 Employees who have left the Council's employment prior to their pay award being implemented may submit a written request for payment of monies owing to them. Any monies due to that employee from 01 April to the last date of their employment will be paid.
- 5.4 Any agreed increase is published as soon as the agreed increase is known. This will usually be backdated to 01 April where this is agreed part way through a year OR as determined by the NJC / JNC negotiations. Payment to staff is managed as soon as is reasonably practical but usually uplifted the following month and any back payment made the next.
- 5.5 The Council does not employ any staff under the JNC for local authority Craftworkers ('Red Book').

6 Other pay

6.1 Market and Retention Supplements

- 6.1.1 There may be occasions when the evaluated salary for a post fails to attract any suitable candidates and consideration is given to increasing the salary by way of a market supplement. They may also be payable to maintain a skilled and experienced workforce. Managers will need to have tried to recruit at the evaluated level and provide HR with salary details of similar jobs within the market.
- 6.1.2 Supplements will be benchmarked against the salaries for similar jobs annually to ensure they are still required. This will be undertaken by the line manager in conjunction with HR. Should this research result in the market supplement no longer being required, there will be a three month pay protection before withdrawal of the supplement. Assistant Directors will then approve these at Management Team level.

- 6.1.3 Pay for Supplements will be capped at a maximum of 15% of the pro rata salary. These are not subject to cost of living / pay award increases and are reviewed on an annual basis.
- 6.1.4 Market and Retention supplements are time-limited and subject to annual review. They are identified separately from basic salary in all documentation and records, including pay slips. Market supplement payments will be subject to the following criteria;
- Subject to tax and national insurance contributions
 - Paid pro-rata to part time employees
 - Included in statutory calculations for the purposes of sick pay, redundancy pay, annual leave, maternity, adoption, paternity
 - Included in overtime
 - Not subject to increase under pay awards
- 6.2 Honorarium payments
- 6.2.1 This may be awarded in recognition of an employee taking on a special project or role for a limited time. This is capped at £500.
- 6.3 Additional Responsibility Allowances (ARA) payments
- 6.3.1 This may be awarded where an employee is covering part of the duties of a post at a higher level due to absence of a more senior member of staff (e.g. sickness or secondment) – for 4 weeks' or more. Payment is capped at a maximum of two spinal column points above the employees' substantive rate of pay.
- 6.4 First aid allowance
- 6.4.1 Employees that are designated first aiders will be paid a flat fee of £6 per month. Employees that are required for the purposes of their job to be first aid qualified will not receive the first aid allowance.
- 6.5 Events
- 6.5.1 From time to time, the Council may seek support on a corporate basis for employees to put themselves forward to work on a special event outside of their normal contract of employment. Employees will be paid the event rate. Events worked on will be within the district and/or that which the Council supports. A flat fee of £17.50 per hour will be payable regardless of the day and/or time of the week.

6.6 ICT Out of hours Payments

- 6.6.1 Disturbance payments of £166.67 per month are payable to identified individuals as a fee for working unsocial hours as and when required to meet with business needs.

6.7 Duty Rota Out of Hours (OOH) - Housing

- 6.7.1 For employees required to be on call for out of hours, specifically relating to homelessness response, payments will be made at the set fee of Monday to Friday £12 per hours, Saturday, Sunday and Bank holidays £20.00 per hour. Additional payments made per call at the employees SCP.

6.8 Overtime

- 6.8.1 The Working Time Regulations (WTD) amendment 01 January 2024, introduced 'rolled up holiday pay' for workers with irregular hours and part year workers. Where overtime is payable to employees, payment for overtime worked continuously over a 3-month period will receive an automatic uplift of 12.07% to their pay to ensure additional holiday accrual is accounted for, and separately identified on the payslip.

6.9 Irregular hour workers

- 6.9.1 The Council tries to minimise the number of persons engaged on a zero hours 'irregular worker' contract. However, where they are engaged, under the WTD, annual leave is accrued based on the number of hours they work. The Council manages this obligation by increasing the rate of pay by 12.07% and is itemised separately on the payslip.

6.10 Other pay

- 6.10.1 Information on the Council's policies on Occupational sick pay and maternity, shared parental leave, paternity and adoption leave can be obtained from the Council's Human Resources Team.

7 Other benefits

- 7.1 All employees have access to Occupational Health provision and a fully funded Employee Assistance Programme (EAP) which provides access to Counselling services and 24/7 confidential support for the staff member and their immediate families. This also provides for a wider benefits platform area that offers discounts on a huge variety of shopping platforms.
- 7.2 Free on-site car parking is available to staff as well as a flexible working approach, flexi-time scheme and learning and development opportunities.
- 7.3 Staff are provided with login details to access Kaarp benefits, a free local government benefit site that provides lifestyle voluntary benefits service thought discounts on personal purchases.

- 7.4 A discount is offered to staff for local gym membership.
- 7.5 The Council offers a salary sacrifice scheme to employees through both a car scheme and cycle-to-work. Both initiatives provide staff by making agreed deductions from salary before tax, NI and pension (if applicable) deductions are made.
- 7.6 The LGPS has a provision within its regulations to allow an employer to contribute to an employee's Additional Voluntary Contribution (AVC) arrangement. This is known as a "Shared cost" AVC which would be administered through a salary Sacrifice.
- 7.7 Any deduction through a Salary Sacrifice Scheme at the Council will not affect any redundancy calculation by any detrimental effect. Should an individual lose their post through a reorganisation resulting in redundancy, it is proposed that 3 months' notice will be given as part of the Consultation process, to ensure they can withdrawal from the salary sacrifice scheme so as it does not have an detrimental impact on any severance payment.
- 7.8 The Essex Pension Fund have confirmed that the salary sacrifice shared cost AVC does not have any impact on provisions for ill-health retirement or death in service.

8 Reimbursement of expenditure

- 8.1 All employees are required to make the best use of council resources and are obliged to consider the most cost-effective option when incurring any expenditure in the course of their duties.
- 8.2 Subsistence allowances are payable when employees incur additional expenditure on meals because they have been unable to follow their normal meal arrangements whilst out on business.
- 8.3 Examples of where an employee may need to incur expenditure on meals are as follows:
- Attendance at training courses or seminars where meals or refreshments aren't provided
 - Site visits
 - Meetings at other organisations
 - Travelling to locations as part of official duties
- 8.4 Subsistence amounts are stated in the Council's Mileage and Expenses Policy.

9 Pensions

- 9.1 The Council's pension scheme is administered by Essex County Council. General details of the LGPS are available from Human Resources. Both the employee joining the scheme, and the Council contributes to the scheme.
- 9.2 The rules under which auto-enrolment operates will continue to apply to all Council employees. Eligible staff will be automatically enrolled unless they choose to opt out. This exercise will be repeated every three years on the anniversary of each eligible employee's enrolment.

10 Conclusion

- 10.1 The Localism Act 2011 requires relevant authorities in England and Wales to prepare a Pay Policy Statement for each subsequent financial year. This paper sets out the Council's policy statement on pay for employees. The next statement will be reported to the Council for its approval next year.
- 10.2. Should there be a need to amend the existing Pay Policy Statement during the course of the year an appropriate recommendation will be made to the Council.

Salary Bands 2024-25

Pay Scales Subject to NJC rules for officers 1st April 2024					
Grade		SCP	1 April 2024 Pay	Monthly	Hourly
A	A1	1	20,547.88	1,712.32	10.65
	A2	2	21,388.92	1,782.41	11.09
	A3	3	21,532.14	1,794.35	11.16
	A4	4	22,058.72	1,838.23	11.43
B	B5	5	22,255.80	1,854.65	11.54
	B6	6	22,866.38	1,905.53	11.85
	B7	7	23,007.45	1,917.29	11.93
	B8	8	23,602.43	1,966.87	12.23
C	C9	9	23,883.95	1,990.33	12.38
	C10	10	24,737.06	2,061.42	12.82
	C11	11	25,602.97	2,133.58	13.27
	C12	12	26,558.46	2,213.21	13.77
D	D13	13	26,900.77	2,241.73	13.94
	D14	14	27,703.76	2,308.65	14.36
	D15	15	28,504.63	2,375.39	14.77
	D16	16	29,305.48	2,442.12	15.19
E	E17	17	29,651.00	2,470.92	15.37
	E18	18	30,258.84	2,521.57	15.68
	E19	19	30,872.02	2,572.67	16.00
	E20	20	31,481.99	2,623.50	16.32
F	F21	21	32,055.70	2,671.31	16.62
	F22	22	32,971.74	2,747.65	17.09
	F23	23	33,888.83	2,824.07	17.57
	F24	24	34,802.73	2,900.23	18.04
G	G25	25	34,920.03	2,910.00	18.10
	G26	26	36,444.97	3,037.08	18.89
	G27	27	37,973.11	3,164.43	19.68
	G28	28	39,501.25	3,291.77	20.47
H	H29	29	40,645.48	3,387.12	21.07
	H30	30	42,363.44	3,530.29	21.96
	H31	31	44,080.33	3,673.36	22.85
	H32	32	45,800.42	3,816.70	23.74
I	I33	33	46,372.00	3,864.33	24.04
	I34	34	48,100.92	4,008.41	24.93
	I35	35	49,807.91	4,150.66	25.82
	I36	36	51,526.94	4,293.91	26.71
J	J37	37	52,099.59	4,341.63	27.00
	J38	38	54,084.46	4,507.04	28.03
	J39	39	56,115.80	4,676.32	29.09
	J40	40	58,148.27	4,845.69	30.14

The Real Living Wage £12.60

Grade		SCP	1 April 2024 Pay	Monthly	Hourly
K	K41	41	58,756.87	4,896.41	30.46
	K42	42	60,992.59	5,082.72	31.61
	K43	43	63,228.32	5,269.03	32.77
	K44	44	65,464.04	5,455.34	33.93
L	L45	45	66,074.93	5,506.24	34.25
	L46	46	67,903.02	5,658.59	35.20
	L47	47	69,733.37	5,811.11	36.14
	L48	48	71,561.47	5,963.46	37.09
M	M49	49	72,782.10	6,065.17	37.72
	M50	50	74,406.94	6,200.58	38.57
	M51	51	76,032.92	6,336.08	39.41
	M52	52	77,660.03	6,471.67	40.25
N	N53	53	85,952.30	7,162.69	44.55
	N54	54	88,269.78	7,355.82	45.75
	N55	55	90,586.12	7,548.84	46.95
	N56	56	92,903.60	7,741.97	48.15
O					
	O60	60	102,335.37	8,527.95	53.04

Pay Scales subject to JNC rules for chief Officer 1st April 2024					
O	O57	57	95,174.18	7,931.18	49.33
	O58	58	97,501.88	8,125.16	50.54
	O59	59	99,888.58	8,324.05	51.77
	O60	60	102,335.37	8,527.95	53.04
P	P61	61	116,492.28	9,707.69	60.38
	P62	62	124,305.54	10,358.80	64.43
	P63	63	132,118.71	11,009.89	68.48
	P64	64	139,931.98	11,661.00	72.53



REPORT of CHIEF EXECUTIVE

to
STRATEGY AND RESOURCES COMMITTEE
14 JUNE 2025

APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES AND WORKING GROUPS

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to appoint to Working Groups of the Strategy and Resources Committee for the ensuing Municipal Year.

2. RECOMMENDATIONS

- (i) That the Committee appoints representatives to the Outside Bodies as listed in section 3.1.1 below, for the ensuing Municipal Year;
- (ii) That the Committee appoints representatives to the Working Group as listed in section 3.2.2 below, for the ensuing Municipal Year;

3. SUMMARY OF KEY ISSUES

3.1 Outside Bodies

- 3.1.1 Members are asked to nominate representatives to serve on the following Working Groups, aligned to the Strategy and Resources Committee, for the ensuing municipal year.

Outside Body	2024 / 25 Representative(s)	To be Appointed
Maldon Citizens Advice Bureau Liaison	Councillors A Fittock, N D Spenceley and M E Thompson	Three Members of the Committee
Maldon Museum in the Park Liaison Committee	Councillors K M H Lagan and A M Lay	Two Members of the Committee

3.2 Working Groups

- 3.2.1 Members are asked to nominate representatives to serve on the following Working Groups, aligned to the Strategy and Resources Committee, for the ensuing municipal year.
- 3.2.2 Members' attention is drawn to the following changes to the list of Working Groups appointed by this Committee:
- **Car Parking Task and Finish Working Group** – Work completed; however, this Group has been renamed 'Car Park Fees Annual Review Group' and will carry out an annual review of fees and charges.

- **Equality, Diversity and Inclusion Officer Working Group** – Deleted as the Policy has been written and approved.
- **Public Conveniences Tender Member Task and Finish Working Group** – Deleted
- **Hythe Quay Desilting Task and Finish Working Group** – New Working Group.

Working Groups	2024 / 25 Representative(s)	To be Appointed
Car Park Fees Annual Review Group	Councillors J Driver, M F L Durham CC, A M Lay and W Stamp CC <i>Please note the Leader and Deputy Leader of the Council and the Council's Member representative on the South Essex Parking Partnership Joint Committee are also members of this Working Group</i>	Four Members of the Committee
Hythe Quay Desilting Task and Finish Working Group NEW	-	Six Members of the Committee
Waste Contract Member Working Group	Councillors M F L Durham CC, A S Fluker, K M H Lagan and R H Siddall	Four Members of the Committee

Background Papers: None.

Enquiries to: Committee Services.



REPORT of DEPUTY CHIEF EXECUTIVE

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

CAR PARKING STRATEGY

1. PURPOSE OF THE REPORT

- 1.1 To note the work of the Car Park Task and Finish Working Group, and its recommendation to and seek approval and adoption of the Car Park Strategy (the Strategy) at **APPENDIX 1**.

2. RECOMMENDATION

That the Car Park Strategy at **APPENDIX 1** be approved.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Council's Car Park Task and Finish Working Group (the Working Group) considers car park charges annually, and its recommendations form the basis of the annual Fees and Charges proposals.
- 3.1.2 In September 2023 the Working Group Terms of Reference were updated to reflect a wider remit, to enable the development of a Car Park Strategy, which began in March 2024.
- 3.1.3 Over the following twelve months the Member and Officer Working Group considered five key themes, and meetings were held to explore each theme in detail, using data to inform recommendations.
- 3.1.4 The final versions of the recommendations are incorporated into the proposed Car Park Strategy at **APPENDIX 1**.

3.2 Scope and Themes of the Strategy

- 3.2.1 The Car Park Strategy recognises the challenge faced in identifying parking solutions for the District which meet the demands of residents, visitors and businesses, whilst aligning with and supporting the Maldon District Future Transport Strategy, the Council's aspirations to be a carbon neutral District by 2050, and supporting the priorities in the Council's Corporate Plan 2025-2028.

3.2.2 The Strategy has set out five key themes:

- **Supporting the needs of the district**
Ensure that parking facilities align with the unique demands of the area, including residential, business, and tourism requirements, to promote accessibility and convenience for all users.
- **Making best use of existing assets**
Optimise the utilisation of current car parking spaces through strategic management, maintenance, and modernisation to maximise efficiency and minimise the need for new infrastructure.
- **Improve the customer experience**
Enhance parking services by integrating technology, clear signage, user friendly payment systems, and well-maintained facilities, ensuring a hassle-free experience for users.
- **Support the climate action strategy**
Contribute to sustainability goals by encouraging the use of electric vehicles through EV (Electric Vehicle) charging points, promoting alternative transportation methods, and reducing the carbon footprint of parking operations.
- **Identify opportunities**
We will work with key stakeholders to identify opportunities for improvement, investment, and growth; ensuring we meet the increasing demand for parking in the right places; to support the growth of the local economy and benefit the wider community

3.2.3 The Strategy sets out priorities within the key themes and identifies short term improvements and longer-term goals.

3.2.4 During the development of the Strategy the Council has worked towards and achieved the British Parking Association Safer Parking Scheme Award “Park Mark” and Accessible Parking Scheme Accreditation “Park Access”.

3.2.5 Using a Park Mark, Safer Parking car park means that the area has been vetted by the police and has measures in place to create a safer environment, whilst using a Park Access car park means the facility is accessible and inclusive.

4. CONCLUSION

4.1 Significant work has been undertaken to develop a clear Car Park Strategy that will help to inform decisions about the Council’s Car Parks now and in the future.

4.2 The Award of Excellence from the British Parking Association recognises the Councils provision of a good quality safe and accessible car parking service. However, the Council recognises there are still improvements required to ensure that we continue to deliver a good quality service, meeting the needs of our customers.

4.3 This report seeks Member approval of the Car Park Strategy at **APPENDIX 1**;

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Supporting our communities

- 5.1.1 The Car Park Strategy sets out a clear framework of how we will manage the Council's Car Parks, ensuring they continue to provide a good quality service that meets the needs of our customers.

5.2 Investing in our District

- 5.2.1 The Council continues to invest in maintaining its Car Parks to a good standard and will bring forward an action plan to make further improvements recognising the importance of the Car Park provision to our residents, businesses and Visitors.

5.3 Growing our economy

- 5.3.1 Good Car Park provision actively supports local businesses tourism, and the wider economy, with local businesses benefiting from the positive experience of Car Park users, attracting increased footfall.

5.4 Protecting our environment

- 5.4.1 The Car Park Strategy actively supports this priority, balancing the need for Car Parking to be sustainable, and contributing to the Carbon Neutral aspiration, whilst recognising the challenge of the reliance on the motor vehicle, due to the rural and coastal nature of the District with its and fragmented bus and cycle networks.

5.5 Delivering good quality services.

- 5.5.1 The Car Park Strategy provides a framework to support the delivery of good quality Car Park services, and support decision making both in the short and longer term.

6. IMPLICATIONS

- (i) **Impact on Customers** – The adoption of the Car Park Strategy will support the delivery of a good quality Car Parking Service, aiming to provide a positive experience for all car park users.
- (ii) **Impact on Equalities** – The Strategy will ensure that Car Park arrangements continue to be inclusive.
- (iii) **Impact on Risk (including Fraud implications)** – None.
- (iv) **Impact on Resources (financial)** – None. Any funding implications for delivery of improvements to the Car Parks will be subject to a separate funding request and business case.
- (v) **Impact on Resources (human)** – None. Any resource implications would be reflected in any funding request and business case.
- (vi) **Impact on Devolution / Local Government Reorganisation** – The Car Park Strategy will help inform the longer term decisions for the Councils Car Parks.

Background Papers:

APPENDIX 1 – Car Park Strategy

Enquiries to:

Sue Green, Assistant Director: Customers and Operations or
Dan Cannon, Head of Community Safety and Customers



Car Park Strategy

June 2025

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maldon.gov.uk

Where Quality of Life Matters'



Background

The Maldon District is one of the most rural areas of the southeast and ranked highly for quality of life.

This makes the district an attractive place to live, work and visit, with an expected 10% growth in population by 2035; the local economy contains businesses in a wide range of sectors including manufacturing and engineering, specialist construction companies, food, and drink; whilst the tourism sector is boosted by an increasing number of visitors attracted to our coast and countryside and all it has to offer.

Travel within the district is largely reliant on the motor vehicle, due to its rural and coastal nature and fragmented bus and cycle networks. It is essential that as the population of the district continues to grow and its economy builds, we

monitor the impact of this growth and plan for the future; ensuring we meet the needs of those living, working, and visiting our town centres, coast and countryside.

In doing so, we will need to work with key partners such as Essex County Council, South Essex Parking Partnership, Town, and Parish Councils, to not only identify parking solutions which meets demand but also aligns with and supports the Maldon District Future Transport Strategy, our aspirations to be a carbon neutral District by 2050, and supports the priorities in the Council's Corporate Plan 2025-2028.








Purpose

The Car Park Strategy has been created to help us understand and evaluate our current position and identify opportunities that will allow us to provide a parking service which can meet local demand, now and in the future.

The strategy themes align with the Corporate Plan 2025 - 2028, and considers other strategies where co-benefits exist, in its delivery. The strategy is a working document, which will evolve with the changing landscape of the Council, district, and technology.

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Corporate Plan 2025-2028 Priorities	Supporting the needs of the district	Making best use of existing assets	Improve the customer experience	Support the climate action strategy	Identify opportunities
 Supporting our communities	✓			✓	
 Investing in our district	✓			✓	✓
 Growing our economy	✓	✓			✓
 Protecting our environment				✓	
 Delivering good quality services		✓	✓		✓

Purpose



Supporting the needs of the district.

Ensure that parking facilities align with the unique demands of the area, including residential, business, and tourism requirements, to promote accessibility and convenience for all users.



Making best use of existing assets.

Optimise the utilisation of current car parking spaces through strategic management, maintenance, and modernisation to maximise efficiency and minimise the need for new infrastructure.



Improve the customer experience.

Enhance parking services by integrating technology, clear signage, user-friendly payment systems, and well-maintained facilities, ensuring a hassle-free experience for users.



Support the climate action strategy.

Contribute to sustainability goals by encouraging the use of electric vehicles through EV charging points, promoting alternative transportation methods, and reducing the carbon footprint of parking operations.



Identify opportunities.

We will work with key stakeholders to identify opportunities for improvement, investment, and growth; ensuring we meet the increasing demand for parking in the right places; to support the growth of the local economy and benefit the wider community.

Maldon Car Parks

Maldon Town Centre is filled with independent shops, restaurants and cafés and is a short walk from the riverside and Promenade Park, it is the largest of the district towns.

There are six pay and display car parks in the town centre. White Horse Lane, Butt Lane, Friary Fields, and High Street East, provide 500 spaces, accessible 24/7, with a range of short and long stay options. Carmelite Way offers an additional 20 spaces for evening and weekend parking only. Princes Road, a short walk from the town centre, provides additional 100 spaces for weekend parking only.

Promenade Park offers parking all year round, with a maximum of 1500 spaces available during the summer season.

Current pay and display payment methods available are card payment and pay by phone.

A limited number of season tickets can be purchased through an online virtual permit platform.



700

Town Centre parking spaces



8

Pay and Display Car Parks

Season Ticket Holder Car Parks

3



1500

Promenade parking spaces



Free unlimited parking for disabled

1

Leisure centre car park





4

Coach bays



13

Free 30 minute bays in town centre



49

Designated disabled spaces

100

Season Ticket Holders



8

Parent and Child Spaces

Pay by:

- Phone
- RingGo
- Card Contactless
- Card Chip and Pin
- MiPermit



PCNs issued Maldon



2692

2023/24

3086

2024/25

Burnham-on-Crouch Car Parks

Burnham-on-Crouch is in the Southeast of the district on the River Crouch. The renowned yachting centre of Burnham-on-Crouch was once a former oyster port.

Visitors can enjoy the town's historical surroundings and the numerous activities on offer, which include walking, sailing and outdoor pursuits, as well as taking advantage of the town's growing reputation for high quality local produce.

There are three car parks, Foundry Lane, Millfield's, and Riverside Park, providing 100 spaces combined in these car parks. These car parks are free, with Foundry Lane and Millfield's restricted to 3 hours limited waiting.

These car parks are not located in the High Street but are close to amenities such as GP Surgery, Post Office, Pharmacy, Library, Leisure Centre, Riverside and Country Park.

The car parks are well used by residents with increased visitor usage during the summer months, sailing and carnival season.

The High Street offers plenty of free on street parking for the local community and businesses, including pubs and restaurants.



Free car park
unlimited waiting



2 Free car parks
3 hours limited waiting

1 Leisure centre car park



Free unlimited parking for disabled



6 Designated disabled spaces



PCNs issued Burnham 2023/24

4

PCNs issued Burnham 2024/25

73

Ensure that parking facilities align with the unique demands of the area, including residential, business, and tourism requirements, to promote accessibility and convenience for all users.

- Deliver a good quality and reliable service, which offers a range of options to support the needs of our residents and visitors.
- Work with local businesses to understand and consider their parking needs, so we can support the local economy.
- Reduce the negative impact large scale events at Promenade Park has on residents by sourcing additional and alternative event parking solutions and improving event parking signage.

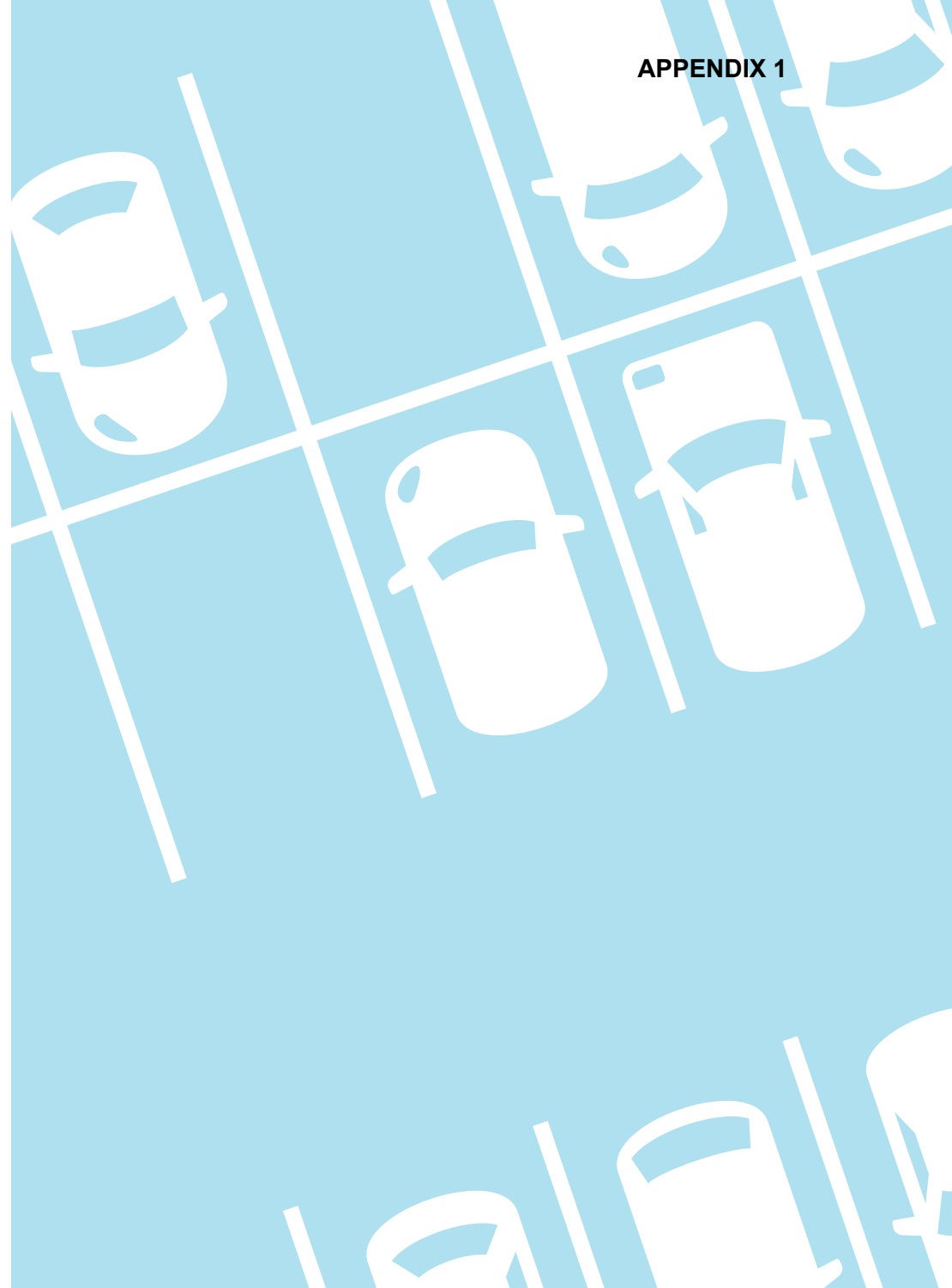


Make best use of existing assets

Optimise the utilisation of current car parking spaces through strategic management, maintenance, and modernisation to maximise efficiency and minimise the need for new infrastructure.

We will:

- Use our parking data to monitor performance and usage to enable informed decision making.
- Review and develop a range of parking charges to incentivise use and balance demand between sites.
- Review our season ticket and permit schemes to ensure these meet the needs of residents, local workforce and they are allocated in the right place.
- Improve signage, wayfinding, and communication to promote parking options and guide customers to the right car park.
- Seek opportunities to work with local stakeholders to gain insight and learn from the lived experience, helping us to shape our service.

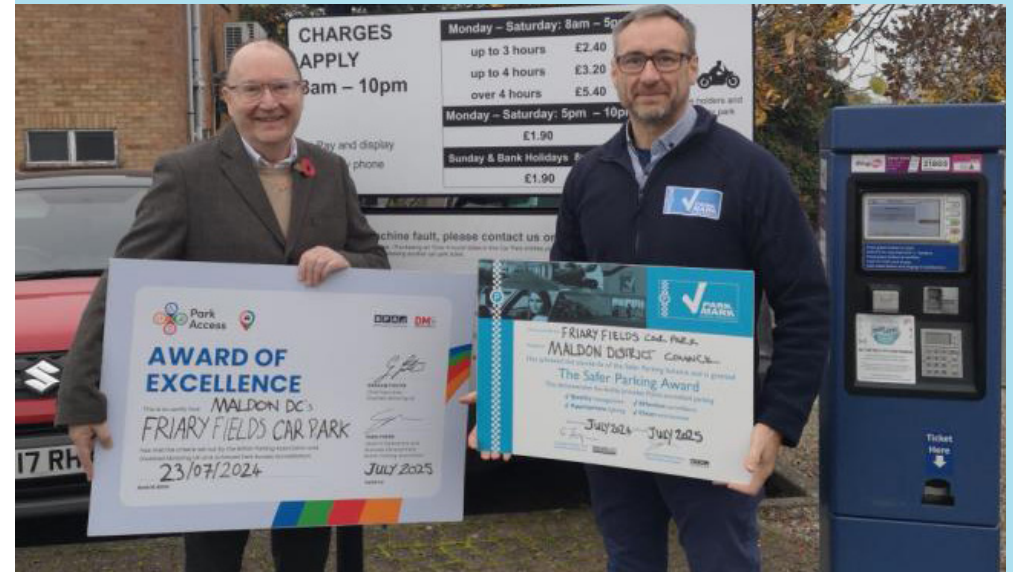


Improve Customer Experience

Enhance parking services by integrating technology, clear signage, user-friendly payment systems, and well maintained facilities, ensuring a positive experience for visitors.

We will:

- Maintain our car parks to the British Parking Association Industry Standard for Park Mark Award and Park Access Accreditation. <https://www.britishparking.co.uk>.
- Invest in infrastructure, improve and maintain surfaces, and bay markings.
- Maintain suitable provision for Blue Badge holders.
- Identify improvements and changes to provision, such as larger bay sizes.
- Use technology to deliver modern methods of payment, such as ANPR, account-based parking for regular users, parking apps.
- Provide clear, easy to read information in all our car parks and across our digital channels.
- Encourage feedback for service improvements.



Support the Climate Action Strategy

We aspire to be a carbon neutral District by 2050 and want to give residents, businesses, and visitors the choice and opportunity to make greener, less harmful decisions.

We will:

- Improve directional signage to all our car parks to avoid unnecessary journeys.
- Work with local businesses to reduce their carbon footprint by encouraging use of greener modes of transport for deliveries and use of the Clean Air Route.



- Increase provision of motorcycle and cycle parking to encourage greener modes of transport.
- Explore Active Travel options, such as the British Parking Associations **Park Active Scheme**.

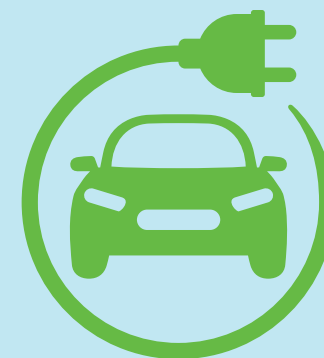
- Work in partnership with existing services, such as the free bus service provided by Tesco via a Section 106 agreement, to promote park and ride from outside of the town centre.



Park and Ride



- We will explore a range of options available for EV charging points in our car parks across the district, including provision for electric council owned vehicles, ensuring we have **The Right Charger in the Right Place** (Essex Highways 2023-25).



Identify Opportunities

We will work with key stakeholders to identify opportunities for improvement, investment, and growth; ensuring we meet the increasing demand for parking in the right places; to support the growth of the local economy and benefit the wider community.

We will:

- Consider consolidating suppliers to improve terms, technology, and benefit from economies of scale.
- Focus on feasible solutions, using Maldon to trial any changes before rolling out district-wide.
- Improve access and parking for coaches and blue badge holders at Promenade Park Coach Park.
- Create business cases for land identified as suitable for disposal to create income for parking solutions.
- Identify land to enhance and support our events parking provision.
- Explore expansion of existing parking assets where demand is high.
- Identify opportunities to add parking provision on outlying sites, attracting visitors to other areas of the district, enabling active travel, and enhancing the visitor experience.



Summary

The common theme running through the strategy is to provide a good quality service, which is efficient, accessible and offers a range of options that represent value for money and supports the local economy to thrive.

To do this we will:

- Regularly monitor performance and address any issues in a timely manner, for service continuity
- Complete annual reviews to inform fees and service improvements
- Seek customer feedback to monitor user experience and levels of satisfaction
- Maintain and invest in our car parks, including infrastructure and new technology
- Review and update the strategy in line with local government changes
- Work in partnership with internal and external stakeholders to support the delivery of our Corporate Priorities.
- Upgrade existing EV charging and implement new provision within our car parks

Delivering the strategy will be a mixture of business as usual activities to ensure a good quality service and longer- term projects to enhance and improve the service for the future.

For more information contact:
parkingservices@maldon.gov.uk

maldon.gov.uk

Where Quality of Life Matters'





REPORT of DEPUTY CHIEF EXECUTIVE

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

ANIMAL WELFARE LICENSING POLICY

1. PURPOSE OF THE REPORT

- 1.1 For Members to consider and approve the introduction of a new Animal Welfare Licensing Policy (the Policy) to provide stakeholders with clear guidance on the processes, steps and controls that will be considered by the Council when licensing a relevant animal activity.

2. RECOMMENDATION

That Members agree to adopt and publish the proposed Animal Licensing Policy (as presented in **APPENDIX A**).

3. SUMMARY OF KEY ISSUES

- 3.1 On 1 October 2018, The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 replaced disparate animal licensing legislation. It provided a single licensing regime for the following Animal Licensing Activities.
- Selling animals as pets;
 - Providing or arranging for the provision of boarding for cats or dogs (including day care);
 - Hiring out horses;
 - Breeding dogs;
 - Keeping or training animals for exhibition.
- 3.2 It is good practice for a Council to develop a local policy which outlines how it will implement its responsibilities under this legislation, as well as outlining specific information pertaining to the Animal Welfare Act 2006, Dangerous Wild Animals Act 1976 and the Zoo Licensing Act 1981. This draft Policy is provided for consideration at **APPENDIX A**.
- 3.3 The aim of the Policy is to ensure that relevant stakeholders including Council officers, current and potential licence holders, and the public are familiar with how the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 are implemented within the Maldon district.
- 3.4 The Policy outlines the criteria that Maldon District Council will consider when determining whether an applicant or existing licence holder is suitable to be granted a licence, have their licence renewed or continue holding a licence.

- 3.5 The policy will be reviewed every three years after its initial approval, and may also be updated as needed, for example, to reflect significant changes in relevant legislation or guidance.

4. CONCLUSION

- 4.1 The implementation of the Animal Welfare Licensing Policy is considered good practice for ensuring that licensed establishments within the Maldon District, operate in a manner that prioritises animal welfare, public safety, and compliance with legal standard. By implementing this policy Maldon District Council will be able to provide clear and consistent guidelines to licence holders.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

5.1 Supporting our communities

- 5.1.1 The Policy safeguards public safety, promotes animal welfare, and supports responsible business practices for licensed establishments by establishing clear guidelines and expectations, thereby enhancing trust and confidence.

5.2 Enhancing and connecting our place

- 5.2.1 The Animal Welfare Licensing Policy enhances and connects our place by fostering a community that values safety, responsibility, and care for both animals and people.

5.3 Helping the economy to thrive

- 5.3.1 The Policy provides clear guidelines to already licensed establishments and creates a structured framework for new businesses to adhere to.

5.4 Smarter finances

- 5.4.1 The Policy provides clear guidance on the fee structure in accordance with the statutory requirements of Regulation 13, with the goal of achieving full cost recovery in order that the Council can provide services without relying on the use of reserves in future.

5.5 A greener future

- 5.5.1 Regulation of licensed establishments ensures that waste management at these premises do not negatively impact the local environment.

5.6 Provide good quality services.

- 5.6.1 Establishing clear standards and expectations for licensed establishments while ensuring that high animal welfare standards are maintained.

6. IMPLICATIONS

- (i) **Impact on Customers** – The implementation of the Animal Welfare Licensing Policy has no direct impact on customers.

- (ii) **Impact on Equalities** – The implementation of the Animal Welfare Licensing Policy has no impact on equality considerations.
- (iii) **Impact on Risk (including Fraud implications)** – No impact.
- (iv) **Impact on Resources (financial)** – Implementing the Animal Welfare Licensing Policy has no financial implications.
- (v) **Impact on Resources (human)** – Implementing the Animal Welfare Licensing Policy has no human resource implications.
- (vi) **Impact on Devolution / Local Government Reorganisation** – No impact on devolution other than the policy demonstrates the authority's compliance with Animal Welfare Legislation.

Background Papers:

APPENDIX A - Draft Animal Welfare Licensing Policy

Enquiries to:

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MALDON
DISTRICT COUNCIL

Animal Welfare Licensing Policy

Date of implementation: June 2025

Council Offices

Princes Road

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CM9 5DL

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www.maldon.gov.uk

Document Control Sheet

Document title	Animal Welfare Licensing Policy
Summary of purpose	To provide stakeholders with clear guidance on the processes, steps and controls that will be considered by the Council when licensing a relevant animal activity
Prepared by	Head of Environmental Health, Waste and Climate Action / Technical Officer- Service Delivery
Status	Draft
Version number	1
Approved by	Strategy and Resources Committee
Approval date	
Date of implementation	
Review frequency	
Next review date	Three years from date of approval
Circulation	
Published on the Council's website	

Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.

Maldon District Council

Animal Welfare Licensing Policy

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1. **Introduction**

- 1.1 This policy outlines how the Council will implement its responsibilities under the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018, the Animal Welfare Act 2006, the Dangerous Wild Animals Act 1976, and the Zoo Licensing Act 1981.
- 1.2 This policy has been established in response to the commencement of the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 ("the Regulations") on October 1, 2018. Where relevant and appropriate, specific information pertaining to the Dangerous Wild Animals Act 1976 and the Zoo Licensing Act 1981 has been included.
- 1.3 The policy will be reviewed at least every three years after its initial approval, and additionally whenever necessary, such as to reflect significant changes in relevant legislation or guidance.
- 1.4 Any general reference to "guidance" in this policy refers to the "Animal Activities Licensing: Guidance for Local Authorities" produced by DEFRA. The full guidance can be viewed here: <https://www.gov.uk/government/publications/animal-activities-licensing-guidance-for-local-authorities>. If any other guidance is referenced in this policy, specific details will be provided.
- 1.5 This policy outlines the principles the Council will follow when handling animal-related licensing matters, including processing new licence applications, and addressing issues related to licensed premises.
- 1.6 This policy establishes the criteria the Council will consider when determining whether an applicant or existing licence holder is suitable to be granted, have renewed, or continue to hold a licence. Beyond criminal convictions, the Council will also, where permitted by relevant legislation, take into account other factors such as general character, compliance with licence requirements / guidance / conditions, non-criminal behaviour, and other pertinent records or information from reliable sources.

2. **Policy Objectives**

- 2.1 The policy is designed to ensure that:
 - any person who carries on, attempts to carry on, or knowingly allows a licensable activity to be carried on holds a licence in accordance with the Regulations.
 - the licence holder is not disqualified from holding a licence as per the requirements of the Regulations.
 - the five overarching principles of animal welfare, known as the "five needs," introduced by the Animal Welfare Act 2006, are upheld in every decision.
 - the safeguarding of any children or vulnerable persons in contact with a licensable activity is ensured.
 - each application is considered on its merits.
 - decisions made by the Council are transparent and consistent.

- that the obligations of the Council's Public Sector Equality Duty under section 149 of the Equality Act 2010 are fulfilled by eliminating discrimination, harassment, victimisation, and other conduct prohibited by the Act, advancing equality of opportunity, and fostering good relations between individuals who share and those who do not share protected characteristics.

2.2 In addition, the Council will base its licensing regime on the following principles derived from the responsibilities under the Animal Welfare Act 2006:

- Responsibility to protect the welfare of all animals.
- Ensuring the welfare of domestic or captive animals by implementing appropriate standards that promote the "five needs".
- Ensuring that those responsible for the management of animal welfare observe recognized standards of good practice.
- Ensuring that, within its powers, all animal-related legislation is rigorously and proactively enforced.

3. **Animal Welfare Act**

3.1 The Animal Welfare Act 2006 established the requirement for maintaining reasonable welfare standards while unifying all animal legislation, including responsibilities assigned to various enforcement agencies.

3.2 The Act introduced five overarching principles of animal welfare, known as the "five needs," which are:

1. **The need for a suitable environment:**
 - Providing an appropriate environment, including shelter and a comfortable resting area.
2. **The need for a suitable diet:**
 - Ensuring ready access to fresh water and a diet that maintains full health.
3. **The need to exhibit normal behaviour patterns:**
 - Offering sufficient space, proper facilities, and, where appropriate, the company of other animals of the same kind.
4. **The need to be housed with or apart from other animals:**
 - Providing the company of other animals of the same kind when suitable.
5. **The need to be protected from pain, suffering, injury, and disease:**
 - Preventing or rapidly diagnosing and treating issues, while ensuring conditions and treatments that avoid mental suffering.

4. **Licensable Activities**

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

4.1 The Regulations took effect on 1st October 2018 and impacted establishments that were previously licensed under earlier animal health legislation. This includes those formerly licensed as pet shops, catteries, kennels, home boarders, dog day-care, riding establishments, dog breeders, and performing of animals.

- 4.2 A licence is required for any of the licensable activities listed in Schedule 1 of the Regulations, which include:
- selling animals as pets (Part 2)
 - providing or arranging boarding for cats or dogs, including catteries, kennels, home boarding for dogs, or dog day care (Part 3)
 - hiring out horses (Part 4)
 - breeding dogs (Part 5)
 - keeping or training animals for exhibition (Part 6)
- 4.3 The Regulations supersede the previous licensing and registration regimes established under the following legislation:
- Pet Animals Act 1951
 - Animal Boarding Establishments Act 1963
 - Riding Establishments Acts 1964 & 1970
 - Breeding of Dogs Act 1973 and Breeding and Sale of Dogs (Welfare) Act 1999
 - Performing Animals (Regulation) Act 1925

Dangerous Wild Animals Act 1976

- 4.4 The Dangerous Wild Animals Act 1976 requires that a licence from the Council is obtained to keep certain animals deemed wild, dangerous, or exotic. A complete list of these animals that require a licence can be viewed here:
<http://www.legislation.gov.uk/ukxi/2007/2465/schedule/made>.
- 4.6 The Council does not endorse the licensing of primates as 'pets' under the Dangerous Wild Animals Act 1976 for domestic living. The Council acknowledges that primates are dangerous and highly intelligent animals with complex needs that cannot be adequately addressed in a home environment.

Zoo Licensing Act 1981

- 4.7 The Zoo Licensing Act 1981 requires a licence from the Council to display wild animals to the public for at least seven days a year, in any location that is not a circus or pet shop.
- 4.8 All relevant legislation mentioned in this section can be accessed in full at
<http://www.legislation.gov.uk/>.

5. Primates

- 5.1 Primates are not suitable as companion animals because their welfare needs cannot be adequately met in a domestic setting. Therefore, all primates in England must be housed under zoo-level standards.
- 5.2 Under new legislation, private keepers will only be able to keep primates if they have a specialist private primate keepers' licence. The measures come into force from the

6th April 2026 under The Animal Welfare (Primate Licences) (England) Regulations 2024.

- 5.3 Although the Council will discourage the keeping or selling of primates, a separate policy will be implemented to manage any applications starting in April 2026. This policy will be available for review from March 2026.

6. **Suitability of Applicants**

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 6.1 In accordance with the Regulations, any individual conducting a licensable activity will be designated as the 'operator' of the business and may apply for a licence, provided they are not disqualified under Regulation 11 and Schedule 8. The 'operator' must be the person in control of the business, meaning an active participant in its management and operations, and cannot be an absent or inactive partner in the business.
- 6.2 To ensure compliance with our duties to confirm that an individual is not disqualified from holding a licence, the Council will:
- require the applicant to provide a basic disclosure (DBS) certificate issued within 3 months of the application date, demonstrating that they are not disqualified from holding a licence and have no relevant convictions that might impact their suitability as a 'fit and proper' person to hold a licence.
 - may request information from Essex Police under our information-sharing agreement regarding any relevant convictions the applicant may have. This information sharing is authorized under Section 17 of the Crime and Disorder Act 1998, which mandates that local authorities consider the potential effects of their functions on crime and disorder and take all possible measures to prevent crime and disorder in their area.
- 6.3 A licence will be granted to an applicant if the Council is satisfied that they will meet the licence conditions. In evaluating this, the Council will assess whether the applicant is a 'fit and proper' person to operate the activity. Although the term 'fit and proper' is not explicitly defined in the legislation or guidance, for the purposes of this Policy, the Council will consider an individual to be 'fit and proper' if they can demonstrate the following upon application:
- The right to work in the UK.
 - No relevant convictions
 - No disqualification from holding a licence.
 - The knowledge, experience, compliance history, and capability to adhere to licence conditions and ensure the welfare of animals in their care.
 - Adequate management and training arrangements to safeguard staff and/or members of the public affected by the licensed activity.

This assessment is not limited to these criteria, and the Council may consider other factors relevant to the licensing process.

Relevance of convictions

- 6.4 This section provides guidance on how the Council will assess whether an applicant or licence holder is suitable to be granted or to retain a licence under the Regulations. The Council will evaluate each conviction or behaviour individually and determine the appropriate weight to assign to it. While each case will be assessed on its own merits, it will be considered in the context of these guidelines.
- 6.5 Ideally, most applicants or licensees will have no convictions. However, it is acknowledged that people can make mistakes, and many learn from them and do not repeat such offences. Consequently, an isolated conviction, particularly if it occurred some time ago, will generally not prevent the grant or renewal of a licence.
- 6.6 The Council will typically not grant a licence to an individual with one or more convictions for offences related to animal cruelty or suffering. Given that the primary aim of the Regulations enforced by the Council is to ensure animal welfare, such offences are particularly pertinent.
- 6.7 The Council will generally not grant a licence to an individual with one or more convictions for offences related to licensing, as these offences indicate a disregard for licensing processes and procedures.
- 6.8 In addition to the above, the Council has broader responsibilities to prevent crime and disorder and to safeguard children and vulnerable adults, as mandated by the Crime and Disorder Act 1998, the Children Act 2004, and the Care Act 2014. Therefore, the Council will typically not grant a licence to an individual with one or more convictions for the following types of offences:
- Violent offences
 - Possession of a weapon
 - Sexual and indecency offences
 - Offences involving a minor
 - Offences involving dishonesty
 - Drug-related offences
- 6.9 Any offences or behaviours not specifically addressed by this Policy may still be considered.

7. Safeguarding

- 7.1 The regulations have the aims of maintaining and improving animal welfare standards. However, there are other safeguarding considerations arising from licensable activities which the Council has a statutory duty to ensure, principally the protection of children and vulnerable persons.
- 7.2 The Council recognises that some licensable activities may involve unsupervised contact with children and/or vulnerable individuals, such as providing riding lessons to young people at a riding establishment or entertaining at a children's party with an animal exhibition.

7.3 In this regard, the Council expects applicants and licence holders whose activities involve contact with children or vulnerable individuals to:

- Have a written safeguarding policy and provide staff training.
- Have a procedure for vetting staff who have unsupervised contact with children or vulnerable persons.

8. Application Process

8.1 Licence applications must be submitted in writing using the relevant application form and in accordance with applicable legislation. Applicants should also include any required supporting information (as specified in the form, this Policy, and any specific case requirements), along with the appropriate fee.

8.2 Payment for veterinary inspections required by legislation or by the Council to assess the application will be an additional charge passed on to the applicant or licence holder.

8.3 The following is a brief overview of the application process for animal-related licences administered by the Council. In all instances, the process outlined in the relevant legislation will be adhered to.

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

8.4 The relevant Guidance produced by DEFRA for licences issued under these Regulations, stipulate that once the council receives an application it must complete the following steps before granting or renewing a licence:

- Evaluate whether the applicant's conduct demonstrates that they are a fit and proper person to carry out the licensable activity and meet the licence conditions.
- Inspect the site of the licensable activity to determine if it is likely to meet the licence conditions. This inspection must be conducted by a suitably qualified inspector, and a veterinarian is required for the initial inspection of a dog breeding establishment, or a listed veterinarian for horse riding establishments. The inspector must prepare a report, as per the Regulations, to be submitted to the Council after the inspection.
- The inspector's report will include details about the operator, relevant premises, records, the condition of any animals, and other pertinent matters, and will indicate whether the inspector believes the licence conditions will be met.
- Ensure that all appropriate fees have been paid.

8.5 The Council will notify licence holders of their licence's impending expiration (3 months before it expires). Licence holders must submit a new application at least 10 weeks before the licence expires to continue their activity without interruption. It is the licence holder's responsibility to ensure the renewal application is submitted on time. The Council will not be liable for any delays or lapses in licensing due to incomplete or late applications.

Dangerous Wild Animals Act 1976

- 8.6 Upon receiving an application for the grant or renewal of a licence, the Council will undertake the following steps before proceeding:
- Verify that the applicant has not been disqualified from keeping dangerous wild animals.
 - An Officer from the Council will inspect the relevant premises to determine if it meets the legislative requirements. Additionally, a qualified veterinarian will be appointed to inspect the premises and provide a report.
 - The reports will include details on the suitability of the accommodation, the applicant's handling skills and experience, and their qualifications related to the species. The vet will also evaluate the animal's ability to exhibit natural behaviours and the owner's knowledge of how to promote the animal's welfare. The completed report will be submitted to the Council for review.
 - Confirm that all appropriate fees have been paid.
- 8.7 Although not legally required, the Council will strive to give licence holders a 3-month notice period before their licence expires. Licence holders should submit their renewal application at least 10 weeks prior to the expiry date. It is the responsibility of the licence holder to ensure the renewal application is submitted on time. The Council cannot be held accountable for any delays or lapses in the licence due to incomplete or late applications.

Zoo Licensing Act 1981

- 8.8 Before submitting a licence application to the Council under the Zoo Licensing Act 1981, an applicant must provide a notice of intention to apply at least two months in advance. This notice must include various required details as stipulated by the Act.
- 8.9 Additionally, a notice must also be published in a local newspaper (circulating the Essex area) and a newspaper that is circulated nationally.
- 8.10 Upon receiving an application, the Council will undertake the following steps before granting or renewing a licence:
- Verify that the applicant is not disqualified from keeping dangerous wild animals.
 - An Officer from the Council will inspect the premises to assess whether it meets legislative requirements. Additionally, a qualified veterinarian, approved by the Secretary of State's list of suitably qualified inspectors, will inspect the premises, and provide a report.
 - Consider any representations made by or on behalf of individuals entitled to submit them, as specified by the legislation.
 - Consult with the applicant regarding the proposed conditions for the premises licence.
 - Ensure that all applicable fees have been paid.
- 8.11 The Council will strive to notify licence holders 9 months before their licence is set to expire. Licence holders are required to submit their renewal application at least 6

months prior to the expiry date. It is the responsibility of the licence holder to ensure that the renewal application is submitted promptly. The Council will not be liable for any delays or lapses in licensing resulting from incomplete or late applications.

9. Rating and Licence duration

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 9.1 Except for licences related to 'keeping or training animals for exhibition,' licences issued under the Regulations can be valid for one, two, or three years, based on the risk rating and level of compliance. The duration of the licence will align with the establishment's Star Rating.
- 9.2 The Scoring matrix is below:

Scoring Matrix		Welfare Standards		
		Minor Failings (existing business that are failing to meet minimum standards)	Minimum Standards (as laid down in the schedules and guidance)	Higher Standards (as laid down in the guidance)
Risk	Low Risk	1 Star 1yr licence Min 1 unannounced visit within 12 month period	3 Star 2yr licence Min 1 unannounced visit within 24 month period	5 Star 3yr licence Min 1 unannounced visit within 36 month period
	Higher Risk	1 Star 1yr licence Min 1 unannounced visit within 12 month period	2 Star 1yr licence Min 1 unannounced visit within 12 month period	4 Star 2yr licence Min 1 unannounced visit within 24 month period

- 9.3 Licences for the keeping or training animals for exhibition are issued for three years.

Dangerous Wild Animals Act 1976

- 9.4 Premises licensed under the Dangerous Wild Animals Act are not risk rated and licences, if issued, are valid for 2 years.

Zoo Licensing Act 1981

- 9.5 Premises licensed under the Zoo Licensing Act are not risk rated and any new premises licence, if issued, will be valid for 4 years. On renewal, licences will be valid for 6 years.

10. Standards and Conditions

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 10.1 The Regulations mandate conditions for each licensable activity, with DEFRA providing corresponding guidance. These conditions are classified into two categories: General Conditions, as outlined in Schedule 2, and Specific Conditions detailed in the relevant Schedule of the Regulations.
- 10.2 Applicants and licence holders must meet all mandatory conditions. For existing businesses, minor failings may be noted or recorded, provided they do not compromise animal welfare. These failings should be primarily administrative in nature, as specified in the relevant guidance.
- 10.3 For each activity (except for keeping or training animals for exhibition), the guidance includes a set of "higher standards." While meeting these higher standards is optional, it is the sole method for achieving a higher star rating.
- 10.4 The higher standards are divided into two categories: required (mandatory) and optional. These are typically color-coded as blue and red, respectively, or otherwise clearly marked and differentiated. To qualify as meeting the higher standards, a business must achieve all of the required (mandatory) standards and at least 50% of the optional higher standards.

Dangerous Wild Animals Act 1976

- 10.5 The Council will enforce all conditions mandated by the legislation. Additionally, the Council may impose any conditions recommended by DEFRA or required by the Inspecting Officer or Vet.
- 10.6 When the Council imposes conditions on a license, they will be based, wherever possible, on existing codes of best practice and industry standards from organizations such as, but not limited to:
 - I. DEFRA
 - II. British Veterinary Association
 - III. National Trade Associations

Zoo Licensing Act 1981

- 10.7 The Council will enforce all conditions mandated by the legislation. Additionally, the Council may impose any conditions recommended by DEFRA or required by the Inspecting Officer or Vet.
- 10.8 When the Council imposes conditions on a license, they will be based, wherever practicable, on existing codes of best practice and industry standards from organisations such as, but not limited to:
 - I. DEFRA

II. British Veterinary Association

III. National Trade Associations

11. **Granting an application**

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

11.1 When a licence is issued, the Council will provide the following information (if applicable):

- The Licence along with the Star Rating
- An explanation of the business's rating, including a list of higher standards not currently met or a list of minimum standards not met (resulting in a "minor failing" category)
- A copy of the risk management assessment table
- Information about the appeals process and associated timescales

Dangerous Wild Animals Act 1976

11.2 These premises are not risk rated and as a result, only the licence is sent out, along with the relevant conditions.

Zoo Licensing Act 1981

11.3 These premises are not risk rated and as a result, only the licence is sent out, along with the relevant conditions.

12. **Refusing an application**

12.1 The following section offers a summary of the Council's powers to refuse an application. It is important to note that the absence of information does not preclude the Council from denying a license on any other legal grounds.

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

12.2 Depending on the licence being applied for, the Council will consider the report from the inspector(s) and any comments made by the applicant when deciding whether to issue a licence. The Council will work with the applicant to secure compliance, particularly in relation to minor issues, to help ensure that all necessary standards are met before a decision is made.

12.3 The Council may refuse to issue a licence if it considers that the applicant cannot meet the licence conditions. The Council may also refuse a licence if the granting of a licence could have a negative impact on animal welfare or if the level of accommodation, staffing or management is inadequate for the well-being of animals.

- 12.4 The Council may also refuse to issue or renew a licence if the applicant has a history of non-compliance with licensing conditions or requirements, is obstructive towards officers, or if there are safeguarding concerns arising from the licensed activity. The above list is not exhaustive, but indicative of the circumstances where the Council may want to refuse an application.
- 12.5 The Council may also refuse an application if it considers that the applicant does not meet the 'fit and proper person' test.
- 12.6 A licence cannot be issued to an operator who has been disqualified, as per the relevant Regulations.
- 12.7 If a licence is refused under the Regulations, the applicant will have the right of appeal to a First-tier Tribunal within 28 days of the decision notice.

Dangerous Wild Animals Act 1976

- 12.8 The Council will consider the report from the inspector(s) and any comments made by the applicant when deciding whether to issue a licence.
- 12.9 The Council must not issue a license unless it is satisfied that:
- Granting the license will not be contrary to the public interest on grounds of safety, nuisance, or other concerns.
 - The applicant is a suitable person to hold a license under the relevant Act.
 - Any animal covered by the license will, at all times: (i) Be kept in accommodation that prevents escape and is appropriate in terms of construction, size, temperature, lighting, ventilation, drainage, and cleanliness, and that is suitable for the number of animals intended to be housed; (ii) Be provided with adequate and suitable food, water, bedding, and be checked at appropriate intervals.
 - Appropriate measures will be in place for the protection of the animal in case of fire or other emergencies.
 - All reasonable precautions will be taken to prevent and control the spread of infectious diseases.
 - The animal's accommodation will allow it to take adequate exercise while at the premises.
- 12.10 A licence may be refused where an applicant has been convicted of any relevant offence, as per the relevant legislation.
- 12.11 If a licence is refused under the Dangerous Wild Animals Act 1976, the applicant will have the right of appeal to the magistrates' court within 21 days of the decision notice.

Zoo Licensing Act 1981

- 12.12 The Council will consider the report from the inspector(s) and any comments made by any relevant party when deciding whether to issue a licence.

12.13 The Council may refuse a license if:

- it believes that the zoo, or its continued operation, would negatively impact the health or safety of people living nearby or significantly affect law and order.
- it is not convinced that the zoo can meet the conditions necessary for implementing the relevant conservation measures.
- it finds that the standards of accommodation, staffing, or management are inadequate for the proper care and well-being of the animals or for the overall operation of the zoo.
- it is not satisfied that planning permission has been granted for the zoo, or it may suspend the license until the local planning authority confirms that permission has been granted or is deemed to be granted.

12.14 A licence may also be refused if anyone associated with the zoo has a conviction under the Zoo Licensing Act 1981 or any of the Acts mentioned in the legislation.

12.15 If a licence is refused under the Zoo Licensing Act 1981, the applicant will have the right of appeal to the magistrates' court within 28 days of the decision notice.

13. Appeals to star ratings

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

13.1 To ensure fairness to the business, the Council has an appeals procedure in place for the operator to dispute the star rating given.

13.2 The business will be provided with supporting information (the inspection reports) which will highlight the inspecting officer's decision on how the risk rating, compliance level and star rating has been determined. The business is encouraged to discuss the matter initially with the inspecting officer where possible.

13.3 A business may appeal if they consider their star rating to be wrong - in other words, if it does not reflect the standards found at the time of inspection. Any appeal to the rating given must be made in writing to the Council within 21 days, from when the star rating is issued. It is important to note that the appeal concerns specifically the standards present at the time of the inspection and will be chargeable, should the original decision be upheld.

13.4 DEFRA Guidance states that no officer involved with the initial star rating or inspection should consider an appeal. Accordingly, the Council will ensure that a separate officer determines the appeal in all cases. DEFRA Guidance also states that the appeal should be determined by the head of the department, or a designated deputy, and this Council will consider the delegation of such functions to an officer that is considered suitably qualified. Depending on the specific details of the appeal, the relevant officer may or may not visit the premises themselves. Additionally, the Council may arrange for an independent inspection by a qualified inspector or veterinarian, as appropriate, to assist in the determination of the appeal.

13.5 If the business disagrees with the outcome of the appeal, they can challenge the decision by means of judicial review. The business also has recourse to the Council's

complaints procedure (taking the matter to the Local Government Ombudsman where appropriate) if they consider that the service has not been properly delivered.

- 13.6 Separate to the appeal process highlighted above, a business may wish to apply for a 're-rating' following completion of works to rectify any non-compliance or improvements to achieve higher standards. This re-rating is carried out on a chargeable basis (for more information on fees see section 17 of this Policy).

14. Variations, Suspensions and Revocations of Licences

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 14.1 The Regulations enable the local authority to modify a licence at any time:
- Upon receiving a written request from the licence holder, or
 - On the local authority's own initiative, with the written consent of the licence holder.
- 14.2 In addition to the above, a local authority may suspend, vary, or revoke a licence without the licence holder's consent if:
- The licence conditions are not being met,
 - There has been a violation of the Regulations,
 - The licence holder has provided false or misleading information, or
 - It is necessary to protect the welfare of an animal.
- 14.3 A suspension or variation of a licence will typically take effect 7 working days after the decision has been communicated to the licence holder. However, if the reason is to protect an animal's welfare, the Council may require the decision to take immediate effect.
- 14.4 The decision to vary or suspend a licence must be communicated to the licence holder in writing, including an explanation of the reasons for the decision. The notification must also specify when the suspension or variation will take effect, outline the licence holder's right to submit written representations, and detail any specific changes required to address the situation.
- 14.5 The decision to vary, suspend, or revoke a licence will depend on the severity of the situation. If an operator fails to comply with administrative conditions or fails to provide requested information, this could result in a licence suspension. Repeated occurrences may lead the Council to consider revocation. A licence will also be revoked if poor welfare conditions are identified, or if doing so would otherwise benefit the welfare of the animals involved. Variations may be made to the licence or to the premises/animals specified in the licence, as needed.
- 14.6 After the notice of suspension or variation is issued, the licence holder will have 7 working days to submit written representations. Once these are received, the Council will decide whether to uphold the suspension or variation of the licence or to reverse the decision.

- 14.7 If the licence has been altered with immediate effect to protect an animal's welfare, the Council must specify this as the reason.
- 14.8 The business will be unable to operate once the licence suspension takes effect and can only resume trading if the Council overturns the decision, for instance, upon confirming that the licence conditions are being met.
- 14.9 There is no right to appeal a licence suspension. After 28 days of suspension, the licence must either be revoked or reinstated.
- 14.10 A licence holder can appeal to a First-tier Tribunal if they disagree with the Council's decision to vary or revoke their licence. The appeal must be submitted within 28 days of the decision, and information on the appeal process will be provided to the licence holder at the appropriate time.

Dangerous Wild Animals Act 1976

- 14.11 The Council may, at any time, add, modify, or remove conditions on a Dangerous Wild Animal licence, except for those conditions mandated by legislation, which cannot be altered or revoked.

Zoo Licensing Act 1981

- 14.12 The Council may, at any time, vary, cancel, or impose new conditions on a licence if deemed necessary or desirable to ensure the proper management of the zoo. Before making any changes, the licence holder will have the chance to make representations. If the proposed change is substantial, an inspection of the premises must be conducted, and the report reviewed before any modifications to the licence are made.
- 14.13 If a condition is not being met, the Council can issue a direction under the Zoo Licensing Act 1981, requiring compliance. This direction will outline the steps the licence holder must take and the timeframe for completing them. Additionally, the direction may mandate that the zoo, or a portion of it, be closed to the public while it is in effect. The direction will be revoked once the zoo has fulfilled its requirements.
- 14.14 Under the Zoo Licensing Act 1981, the Council is required to permanently close a zoo in specific situations, such as failure to comply with a direction related to a conservation measure. The Council also has discretionary authority to close a zoo for various reasons, including non-compliance with directions not related to conservation measures.

15. Transfer of a licence upon the death of a licence holder

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 15.1 If a licence holder dies, regulation 12 of the Regulations applies. This regulation allows the personal representative of the deceased to assume the licence, provided they notify the local authority within 28 days of the death that they are now the licence holder. The licence will remain valid for three months from the date of the

former holder's death, or for the remainder of its original term if that period is shorter. The new licence holder should then apply for a new licence at least one month before the end of this extended period.

- 15.2 Additionally, the local authority may extend the three-month period by up to an additional three months if requested by the personal representative and if it is deemed necessary to facilitate the winding up of the former licence holder's estate.
- 15.3 If the personal representative fails to notify the local authority within 28 days of the licence holder's death, the licence will expire after those 28 days.

Dangerous Wild Animals Act 1976

- 15.4 If a licence holder dies, the licence will remain valid for 28 days as if it were held by their personal representative. During this period, if an application for a new licence is submitted, the existing licence will be considered active while the new application is being processed or decided.

Zoo Licensing Act 1981

- 15.5 If a licence holder dies, the licence will remain valid for 3 months as if it were granted to their personal representative. The Council may extend this period if it deems it appropriate.

16. Inspections during a licenced period

- 16.1 There will be cases where inspections must be carried out during the term of a licence.
- 16.2 For the activity of hiring out horses, an annual inspection by a listed veterinarian is required, regardless of the licence's duration. The local authority must appoint a listed veterinarian to inspect the premises where the activity occurs before the end of the first year after the licence is issued and then annually thereafter.
- 16.3 Depending on the type of zoo, inspections may be required annually. However, the frequency of inspections can be reduced if an exemption (or 'dispensation') is granted. Inspections will include visits from both the Secretary of State's zoo inspectors and licensing officers.
- 16.4 Unannounced inspections may also be conducted in response to complaints or information indicating that licence conditions are not being met or that the welfare of the animals involved in a licensed activity is at risk.
- 16.5 During an inspection, the inspector may collect samples for laboratory testing from the animals on the premises. The operator must comply with any reasonable requests from the inspector to assist in identifying, examining, and sampling the animals, including providing suitable restraints if required.

17. Qualifications of Inspectors

- 17.1 All Licensing Authority inspectors, whether employed by the Council or contracted, must be suitably qualified. This is defined as follows:
- An individual holding a Level 3 certificate from a body recognized and regulated by the Office of Qualifications and Examinations Regulation, which oversees training and assessment for inspecting and licensing specific animal activity businesses, and who has passed an independent examination. The inspector is only considered qualified to inspect a particular type of activity if their certificate is relevant to that activity; OR
 - An individual with a formal veterinary qualification recognized by the Royal College of Veterinary Surgeons (RCVS) and a relevant RCVS continuing professional development record.
- 17.2 There will be instances when advice or joint visits from expert consultants are needed. **Appendix A** provides a list of our current expert consultants.

18. Fees

- 18.1 The fees can be viewed on the Council's website (www.maldon.gov.uk).
- 18.2 All fees are calculated and reviewed annually in accordance with the statutory requirements of Regulation 13, with the goal of achieving full cost recovery.

19. Enforcement

- 19.1 The Council's primary enforcement and compliance role in animal licensing is to ensure animal welfare. This involves ensuring adherence to licence conditions and taking action when standards are not met. Additionally, the Council investigates and takes appropriate measures against unlicensed premises.
- 19.2 The Council will record and, if deemed necessary, investigate complaints related to Animal Establishments that are currently licensed or may need a licence. Complainants will be asked to provide their name and contact details to ensure the complaint is not malicious and to enable the collection of witness evidence if needed for further action.
- 19.3 While the primary focus of enforcement activities is to ensure compliance with animal licensing legislation, officers attending a premises are also required to address or refer any other issues identified during an inspection to the appropriate organisation or relevant Council team (e.g. breaches of health and safety regulations).
- 19.4 We strive to ensure a consistent approach in investigating complaints and making decisions. In reaching any decision, we will consider, among other factors:
- The seriousness of any offences or breaches of conditions
 - The operator's past history
 - The consequences of non-compliance
 - The likely effectiveness of different enforcement options

- The potential danger to animal welfare and/or public safety
- 19.5 Below is a brief overview of some of the enforcement options available to the Council under various legislation. The absence of a specific enforcement action from this list does not preclude the Council from utilising it.
- 19.6 Under the Animal Welfare Act 2006, Section 30 authorises local authorities to prosecute for any offences committed under the Act.
- 19.7 Section 34 of the Animal Welfare Act 2006 provides post-conviction powers allowing for the disqualification of individuals convicted of an offence under the Act or relevant regulations. Such disqualifications may include being barred from owning, keeping, participating in the care of animals, or being involved in arrangements that control or influence how animals are kept. Disqualification may also extend to transporting or dealing in animals. Violating these disqualifications constitutes an offence.
- 19.8 Section 42 of the Animal Welfare Act also provides post-conviction powers allowing a court to revoke an existing licence and disqualify an individual from holding a licence for any period deemed appropriate when that individual is convicted of an offence under the Act or relevant regulations.

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

- 19.9 The Regulations provide the Council with various enforcement powers to issue suspension, variation, or revocation notices in cases of non-compliance with licence conditions, breaches of the regulations, or issues concerning the protection of animal welfare.
- 19.10 Anyone engaging in any of the licensable activities without a licence is committing a criminal offence and may face imprisonment for up to six months, a fine, or both.
- 19.11 Breaching any licence condition is a criminal offence. Additionally, failing to comply with an inspector's request to take a sample from an animal is also a criminal offence.
- 19.12 Under the Animals (Penalty Notices) Act 2022, the Council has the authority to issue a penalty notice for any relevant offence listed in Schedule 1 of the Animals (Penalty Notices) (England) Regulations 2023. Not all offences are included, and the legislation may be subject to future amendments as laws are updated.
- 19.13 Obstructing an inspector appointed by a local authority to enforce the Regulations is a criminal offence. Committing such an offence may result in an unlimited fine.
- 19.14 The Regulations also authorise inspectors to collect samples from animals on premises occupied by an operator for laboratory testing, to ensure compliance with licence conditions. Licence holders must comply with any reasonable requests from an inspector to facilitate the identification, examination, and sampling of an animal, and must specifically arrange suitable restraints for an animal if requested by the inspector.
- 19.15 Samples should be collected using the least invasive methods possible. However, inspectors may consider more invasive sampling necessary if there are concerns about the animals' welfare. The provision for sampling is primarily intended for

veterinarians conducting inspections, and it is not expected that individuals without the appropriate training will perform sample collection.

- 19.16 Further details about the suspension and revocation of a licence are provided in section 14 of this policy.

Dangerous Wild Animals Act 1976

- 19.17 Anyone who keeps a dangerous wild animal without the necessary licence is committing a criminal offence and may face a fine.
- 19.18 Breaching any licence condition is a criminal offence. Additionally, obstructing an inspector appointed by the Council to enforce the Act is also a criminal offence. Committing either of these offences could result in a fine.

Zoo Licensing Act 1981

- 19.19 Operating a zoo without the required licence constitutes a criminal offence and may result in a fine.
- 19.20 Breaching any licence condition is a criminal offence. Additionally, obstructing an inspector appointed by the Council to enforce the Act is also a criminal offence. Both of these offences could lead to a fine.
- 19.21 For more details on the suspension and revocation of a licence, please refer to section 14 of this policy.

20. Additional Information

- 20.1 The Council provides additional information online, including application forms, guidance documents, and details on conditions. You can access these resources here: https://www.maldon.gov.uk/info/20075/licensing/9377/animal_welfare_licences



REPORT of LEAD LEGAL SPECIALIST

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

TRANSFER OF FOUNDRY LANE CAR PARK BURNHAM-ON-CROUCH

1. PURPOSE OF THE REPORT

- 1.1 For the Council to consider the transfer of the car park at Foundry Lane, Burnham-on-Crouch to Burnham-on-Crouch Town Council ("Town Council").

2. RECOMMENDATIONS

- (i) That the Committee agrees for the Council to transfer Foundry Lane Car Park, Burnham on Crouch to Burnham-on-Crouch Town Council for consideration of £1;
- (ii) That a restriction is placed on the land to ensure that any future use is only for car parking to ensure that no commercial development of the land can take place.

3. SUMMARY OF KEY ISSUES

- 3.1 Maldon District Council ("MDC") has been approached by the Town Council to request the transfer of ownership of the car park at Foundry Lane Burnham-on-Crouch ("Car Park") be transferred to the Town Council. Please see attached plan (**APPENDIX 1**) showing the location edged in red.
- 3.2 The Town Council has committed to keep the Foundry Lane car park free of charges to the public in line with their policy at Providence Car Park.
- 3.3 Following the suggestion that the Doctors Surgery may be moved local residents staged a protest against moving the surgery. The NHS has since confirmed that the surgery will be staying at Foundry Lane and is working with the surgery to look at improvements which could be made.
- 3.4 The Town Council has been in discussions with the Doctors Surgery and the NHS in relation to expanding and improving the healthcare facilities adjacent to the carpark. Owning this car park would allow the Town Council to support the provision of health facilities in Burnham-on-Crouch and if appropriate utilise the car park for this purpose.
- 3.5 **Land Ownership / Use**
- 3.5.1 The Council purchased the Car Park in 1982 for 50p. The Car Park is centrally located and is used by residents to attend the doctor's surgery adjacent to the car

park as well as to visit the amenities of the town. There are currently no restrictions on the use of the land.

- 3.5.2 The Car Park currently provides free parking to the residents of Burnham-on-Crouch.

3.6 Financial Position

- 3.6.1 The Council receives no income from the Car Park.
- 3.6.2 The Council has an ongoing maintenance responsibility for the car park. The Car Park was resurfaced in 2024 at a cost of circa £75,000.
- 3.6.3 The Land is valued in our assets register as having a value of £78,500.

3.7 Legal Position

- 3.7.1 The Council is the registered owner of the land. It can therefore transfer ownership to any third party.
- 3.7.2 The Council has a legal obligation to obtain best value when disposing of land. Section 128(1) of the Local Government Act 1972 allows for the Council to sell land at less than market value where the sale will help to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- 3.7.3 The Council can place a restriction on the land under s33 of the Local Government (Miscellaneous Provisions) Act 1982 that only allows for the land to be used for specific purposes. This was previously used for the transfer of the Providence Car Park to Burnham Town Council in 2012. Any restriction would prevent the land being used for any other purpose other than a car park.

4. CONCLUSION

- 4.1 The car park is a Council asset and while it has a value it is a cost liability; in that we have a responsibility to maintain the car park but receive no income from it.
- 4.2 Due to the size and location of the car park there are no commercial options which would suggest a future income or use of the area which would be financially beneficial to the Council.
- 4.3 The Town Council has experience of managing and maintaining other car parks for public use and passing this asset to the Town Council will ensure it remains in local control now and in the future.
- 4.4 Transferring the ownership for less than the market value can be justified as the transfer will allow for the Car Park to be managed at a local level for the benefit of the Burnham Community. It would promote the economic and social wellbeing of the area by allowing free car parking to continue to encourage the use of local shops and facilities as well as ensuring ease of access to the medical facilities adjacent to the site.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Supporting our communities

- 5.1.1 The transfer of the car park will allow the ownership to remain with an authority whose purpose is to support the residents of Burnham on Crouch.

6. IMPLICATIONS

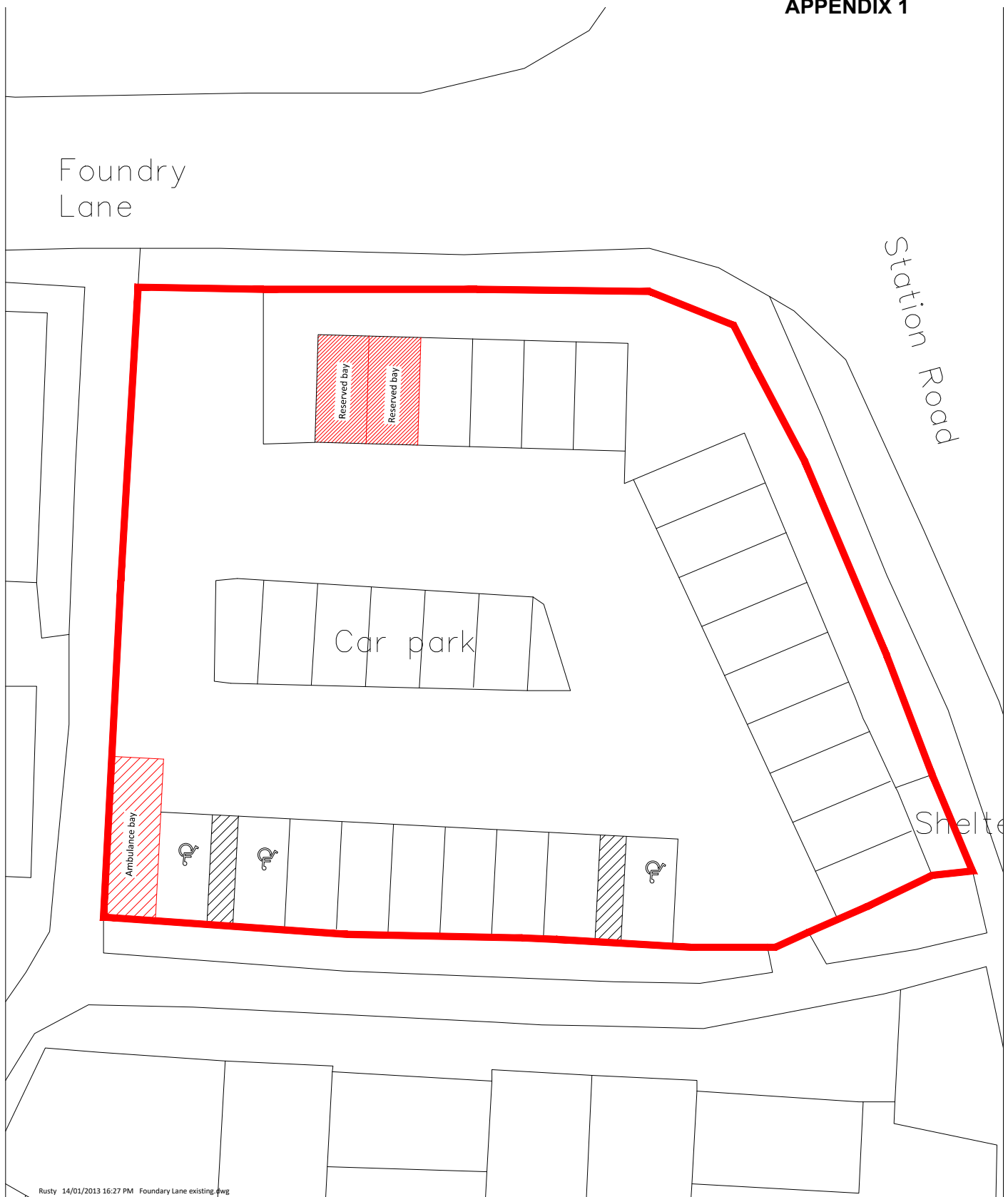
- (i) **Impact on Customers** – The change in ownership would have no direct impact on customers as the car park will remain as a car park in local government control.
- (ii) **Impact on Equalities** – None all residents will be able to access the car park as it is free to all.
- (iii) **Impact on Risk (including Fraud implications)** – None.
- (iv) **Impact on Resources (financial)** – There will be no ongoing maintenance costs so will mean a reduction in costs to Maldon District Council.
- (v) **Impact on Resources (human)** – None the legal work can be carried out in house.
- (vi) **Impact on Devolution / Local Government Reorganisation** – The transfer of the car park will ensure that this asset will be available and maintained by the Town Council who will still exist following Local Government Reorganisation.

Background Papers: Plan of Site (**APPENDIX 1**)

Enquiries to:

Emma Holmes, Lead Legal Specialist
Stephen Butcher, Commercial Manager

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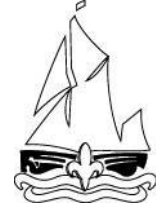
Do not scale. Check all dimensions on site. Copyright of Maldon District Council.

Date	Foundry Lane car park Foundry Lane Burnham on Crouch Existing layout <small>All measurements given in millimetres unless shown otherwise</small>	Maldon District Council. Council Offices Princes Road Maldon Essex CM9 5DL 01621 854477 Drg. No. ATS//
Jan 2013 Scale N.T.S.		

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REPORT of DEPUTY CHIEF EXECUTIVE

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

PROMENADE PARK MANAGEMENT PLAN

1. PURPOSE OF THE REPORT

- 1.1 To seek approval and adoption of the Promenade Park Management Plan (the Management Plan) at **APPENDIX 1**.
- 1.2 To consider and approve the Investment Plan as set out at **APPENDIX 2**.
- 1.3 To note the proposal to bring forward the longer term Projects related to the provision of a Visitor Centre, Destination Hub and wider catering Offer as a separate report.

2. RECOMMENDATIONS

- (i) That the Promenade Park Management Plan at **APPENDIX 1** be approved;
- (ii) That the Projects and Funding to deliver the projects from the Promenade Park Management Plan at **APPENDIX 2** and summarised at paragraph 4.4 below, be approved of £144, 00 one off Revenue, £8,500 ongoing revenue and £1,136,00 capital;
- (iii) That the longer term projects be noted, with further detailed reports coming forward to this Committee for consideration.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Council has developed a Management Plan for Promenade Park, our biggest flagship park, attracting some 500,000 visitors a year, and has taken the feedback from the public and visitors to inform the final plan which is before Members.
- 3.1.2 One of the key aims of the Management Plan is to set out our vision for the park and outline how Maldon District Council will maintain and manage Promenade Park in the short to medium term (two to five years). This approach will create a framework to support decision making and delivery of the Council's other policies and strategies, such as our Commercial Strategy, Events Strategy and Strategic Assets Strategy.
- 3.1.3 The Management Plan has been written as a working document to ensure that Promenade Park continues to be maintained and enhanced to meet the needs and expectations of the local community and visitors to the area. This approach ensures that the Council is being transparent and accountable for its management of, and investment in Promenade Park for the short to medium term, whilst forming the

foundations for a future Strategic Plan that will set out the longer-term vision and aims for the Promenade Park through a Culture and Heritage Strategy.

3.1.4 The Management Plan reflects the Council's intentions to have a robust evidence-based plan, which is strongly based on the feedback from the public to enable the authority to set out park-wide policies as well as informing management and operational decision moving forward. The public feedback has also informed the action plan to prioritise improvements and projects within the Promenade Park.

3.1.5 Specifically, the Management Plan sets out:

- **Where we are** - Providing a commentary on its current position.
- **Where we want to be** - Setting out a clear vision and objectives for the park.
- **How we get there** - Outlining a plan of action which will be informed through our public consultation.

3.1.6 The Management Plan sets out how this can be achieved through the development of key projects, best practise, operational management and commercial focus.

3.2 Development of the Plan

3.2.1 The scope and vision for the Management Plan has been overseen and by the Strategic Assets Working Group and has been managed through the Council's Project Management Office.

3.2.2 The Management Plan has been strongly informed by a Public Consultation which sought to get a variety of views to inform the proposed action plan. Details of the public feedback have been summarised at pages 17-21 of **APPENDIX 1**.

3.2.3 The consultation was undertaken from 31 October 2024 to 2 January 2025. To make it as easy as possible for residents and visitors to take part, posters with a QR code were prominently displayed in the Promenade Park, and officers were also available to assist with completion. In total we received 432 responses.

3.2.4 There has been an overwhelming positive response from the public:

- 83% reporting that they would rate the Promenade Park overall as Good or Very Good.
- 73% reporting that access to wildlife and nature was the most important part of Prom Park, with the second most important being a place that supports health and well-being at 68%.
- 82% rated accessibility as good or very good, with cleanliness rated as 74%.

3.2.5 A summary of the public feedback has been included within the Management Plan and has been used to inform our action plan at pages 27-31 of **APPENDIX 1**.

3.2.6 The action plan sets out the projects that the Council:

- (i) is currently committed to fund and deliver, (pages 27-29 **APPENDIX 1**).
- (ii) has identified as potential projects in response to the public consultation feedback, *but are not currently funded* (Pages 30-31, **APPENDIX 1**).
- (iii) has identified longer term projects, which have their origins in the Central Area Master Plan (Page 31, **APPENDIX 1**) and are again *not currently funded*.

- 3.2.7 The Strategic Assets Working Group has supported a recommendation to this Committee to approve the Promenade Park Management Plan and has asked Officers to bring forward an investment plan for the unfunded projects within the Management Plan to enable Members to consider funding. This investment plan is set out in **APPENDIX 2**.
- 3.2.8 A separate report setting out details of the two proposed “longer term” projects set out will be brought forward for the consideration by this Committee. Due to the size of the projects, the levels of investment required, and the longer timescales for delivery, this separate report will include more detailed business cases, and proposals for initial feasibility studies.
- 3.2.9 The final version of the Management Plan at **APPENDIX 1** includes contributions from Steven Nunn, a former District Councillor and Local Historian, to whom the Council wishes to express its appreciation. A formal recognition of his contribution has been included within the Management Plan.

3.3 **Review of the Plan**

- 3.3.1 An annual review of the Management Plan will be undertaken and will be informed by feedback from the public and stakeholder. Whilst public feedback can be submitted at any time, we will undertake two targeted public surveys each year. One in the summer, and one in the winter to ensure a wide range of views are captured.
- 3.3.2 The outcome of the public surveys will be used to inform updates to the Management Plan, and importantly to inform any funding bids for projects or activities.
- 3.3.3 An annual report will come to this Committee to report on progress of the delivery of the Management Plan.

4. **CONCLUSION**

- 4.1 Significant work has been undertaken to develop a clear Management Plan for Promenade Park, which clearly sets out; where we are, where we want to be and how we get there.
- 4.2 The Management Plan includes the strong public feedback received, and the action plan reflects the areas of priority that the public has identified through improvements and projects.
- 4.3 This report seeks Members to:
- approve and adopt the Promenade Park Management Plan at **APPENDIX 1**;
 - consider a budget for the currently unfunded “potential project’s” within the Management Plan as set out in **APPENDIX 2**, summarised at paragraph 4.4;
 - note the proposals for longer term projects that will come forward as a separate report.

ONE OFF REVENUE COSTS				
	2025 / 26	2026 / 27	2027 / 28	Total
	£59,000	£63,000	£22,000	£144,000
Projects	<ul style="list-style-type: none"> • Free wi-fi • Community Engagement Officer 	<ul style="list-style-type: none"> • Biodiversity • Community engagement Officer 	<ul style="list-style-type: none"> • Community Engagement Officer 	
ONGOING REVENUE COSTS				
	2025 / 26	2026 / 27	2027 / 28	Total
		£8,500	£8,500	£8,500 per annum
		Ongoing Repair and Maintenance of projects	Ongoing Repair and Maintenance of projects	
CAPITAL				
	2025 / 26	2026 / 27	2027 / 28	Total
	£720,000	£416,000	£0	£1,136.000
	<ul style="list-style-type: none"> • Kiosk covered seating • Litter bins • Kiosk refurbishment • Celebration pathway • Project officer 	<ul style="list-style-type: none"> • Outdoor gym • Nature trail • Project officer 	0	

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Supporting our communities

5.1.1 The Promenade Park Management Plan sets out a clear framework of how the Council will manage the park over the next three to five years, identifying the investments it is making to ensure it remains a high quality, free to use park, supporting health and wellbeing, social interaction, environmental benefits, heritage and culture as well as boosting the local tourism economy by attracting visitors to our district.

5.1.2 The projects contained within the Management Plan reflect the feedback from the public, who have clearly stated the improvements they feel are most important.

5.2 Investing in our District

5.2.1 The approval of projects identified within this Management Plan will deliver significant benefits to residents and visitors to our parks and open spaces. The projects will

deliver improved facilities for the community, and the investment in the Promenade Park reflects the importance of it as a District wide asset.

5.3 Growing our economy

- 5.3.1 Continued investment in the Promenade Park will not only benefit our residents but will actively support tourism, and the wider economy, with local businesses benefiting from increased visitor numbers to the District.

5.4 Protecting our environment

- 5.4.1 The Management Plan actively supports this priority, including projects to support and increase biodiversity, support health and well-being, support climate action.

5.5 Delivering good quality services.

- 5.5.1 The Management Plan provides a three to five year plan to ensure that the high levels of satisfaction with the park are sustained through good maintenance and investment.

6. IMPLICATIONS

- (i) **Impact on Customers** – The adoption of the management plan, and the delivery of the projects in the action plan will ensure that the Promenade Park continues to be a high quality park, for both our residents and our visitors.
- (ii) **Impact on Equalities** – The projects will ensure that the improvements delivered are inclusive.
- (iii) **Impact on Risk (including Fraud implications)** – The Investment Plan at **APPENDIX 2** includes a budget for a project resource to ensure that any delivery risks are minimised. The projects will also be delivered in accordance with our Project Management Office, ensuring appropriate governance and oversight of delivery to reduce and mitigate any risks.
- (iv) **Impact on Resources (financial)** – The Investment Plan at **APPENDIX 2** sets out the financial investment required to deliver the Management Plan in full.
- (v) **Impact on Resources (human)** – The Investment Plan sets out the financial investment required to deliver the staffing resources to Management Plan in full.
- (vi) **Impact on Devolution / Local Government Reorganisation** – Adoption of the Management Plan will ensure that as we go into Local Government Reorganisation / Devolution we will have a clear plan and committed investment for the Promenade Park for the next five years.

Background Papers:

APPENDIX 1 – Promenade Park Management Plan

APPENDIX 2 – Promenade Park Investment Plan

Enquiries to:

Sue Green, Assistant Director: Customers and Operations or
Daren Spring, Head of Assets Countryside and Coast

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Promenade Park Management Plan 2025-2030

Overview

Maldon District Council is committed to providing high quality parks and open spaces throughout the district. Promenade Park, (or The Prom as it is affectionately known) is an important recreation facility and attraction for the town and district with over 500,000 annual visits. The council is committed to retain and enhance Promenade Park as the flagship leisure and recreational resource for the town and wider district and to be a focus of civic pride.

The aim of this Management Plan is to set out our vision for the park and outline how Maldon District Council will maintain and manage Promenade Park in the short to medium term (two to five years). This approach will create a framework to support decision making and delivery of the Councils other policies and strategies, such as our Commercial Strategy, Events Strategy and our Strategic Assets Strategy.

The Plan has been written as a working document to ensure that Promenade Park continues to be maintained and enhanced to meet the needs and expectations of the local community and visitors to the area. However, it will also form the foundations for a future Strategic Plan that will set out the longer-term vision and aims for the Promenade Park. This approach ensures that the public and stakeholders are fully engaged with any longer-term vision, whilst ensuring that the Council is being transparent about, and accountable for, its short to medium term management of Promenade Park.

The Management Plan reflects Maldon District Council wishes to have a robust evidence-based plan to enable the authority to set out park-wide policies as well as informing management and operational decision moving forward.

Specifically, the Plan:

- Provides a commentary on its current position
- Sets out a clear vision and objectives for the park
- Outlines a plan of action which will be informed through our public consultation
- Establishes operational parameters to ensure continuity and capacity

Access to parks and green spaces has a number of direct and indirect social and economic impacts on localities. Parks and open spaces are associated with health and wellbeing at the community level, including satisfaction with 'place', increased cohesion and interaction¹. Increasing access to leisure and sports facilities for residents can also have much wider positive impacts in terms of quality of life, reduced NHS use and productivity gains.

The Management Plan sets out how this can be achieved through the development of key projects, best practise, operational management and commercial focus.

The Management Plan is set out as follows:

Where are we now?

- Introduction
- Strategic context
- Site description and analysis
- Existing management and maintenance

Where do we want to get to?

- Community engagement
- Our Vision
- Objectives and Priorities

How will we get there?

- Action Plan
- Governance, Monitoring and Review



The Management Plan is a reference point for all who have an interest in the park and its future. The Management Plan has been written to cover a period of up to 5 years from April 2025 but will be updated and reviewed on an annual basis. The Management Plan will also set the foundations to inform a new longer-term Strategic Plan, which will be developed as part of the Councils Culture and Heritage Strategy.

¹ CABE, 2015

Part 1: Where are we now



1. Introduction

Promenade Park has been a place of peace for the people of Maldon for well over a century.

Promenade Park is a popular and cherished area of open space in Maldon. The Park is of important historical significance to the town; it is an important social and environmental amenity both locally and regionally and is an important economic asset to Maldon. Together with Hythe Quay, Promenade Park is Maldon's major tourist attraction.

The Park covers 28 hectares, stretching from an undesignated area to the south, (which lies between the Park and Northey Island, owned and managed by the National Trust) to Hythe Quay and Maldon Town centre to the north and is bounded to the east by the unbroken river frontage of the Blackwater Estuary.

From important wildlife sanctuary, to local sporting clubs and popular tourist concessions located within the Park, to hosting music and sports events, Promenade Park offers a unique diversity and has a beautiful “something for everyone” vibe.

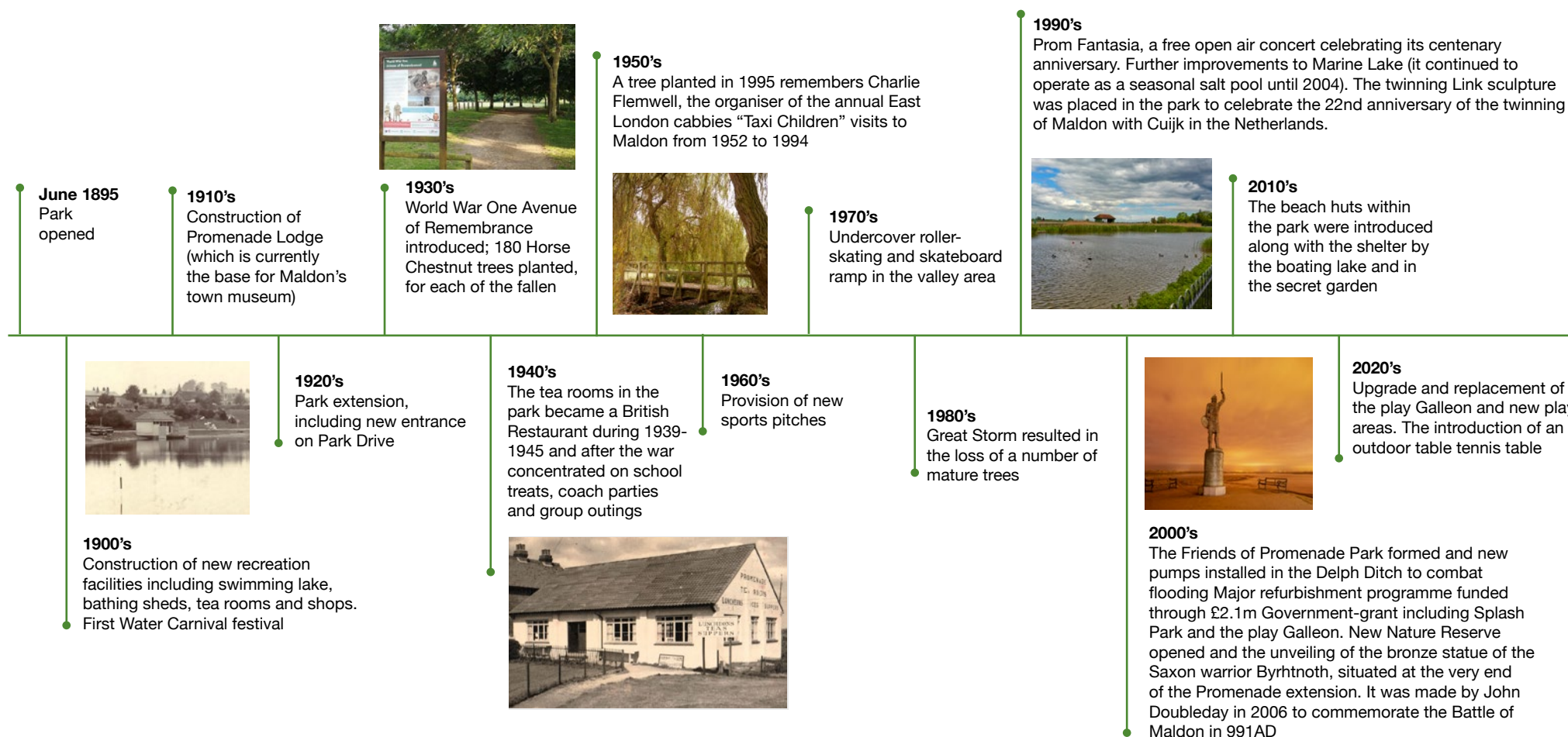
Timeline

The idea of having a public park along the banks of the river where people could go for a leisurely stroll or “promenade” by the water had first been suggested in 1887, but it wasn't until 1894 that the Mayor, Alderman Edward A Fitch, finally approved the project, and a mortgage was obtained to purchase 14 acres of ground.

Promenade Park opened to great fanfare on 26 June 1895, at a grand opening ceremony. Initial work to create the park included the imposing wrought iron gates set in brick pillars, which still mark the main pedestrian access to the park from Mill Road. Since its opening, the Park has continued to evolve to meet the needs of the local community and visitors to the town.



Promenade Park Timeline



Maldon District Council continues to invest in the park. "The Prom" continues to evolve, but at its heart it has the same purpose as it did back in 1895, to provide a beautiful, peaceful and safe place for the people of Maldon and visitors to enjoy fresh air and nature.

2. Strategic Context

The Management Plan for Promenade Park aligns with the council's corporate vision and objectives, with a focus on its management and maintenance over the short-term (two years) and provides objectives and actions that will be delivered to support this plan over the medium-term (2-5 years).

Significantly, the vision and objectives have been developed to create a Framework, enabling other Policies and Strategies to feed into, whilst supporting the delivery of the Councils' wider strategic objectives.

The Management Plan will provide the foundations for the creation longer-term strategic vision, for the next ten years and beyond. This Strategic Vision will be developed through the Councils proposed Culture and Heritage Strategy, recognising that whilst the council needs a short to medium term Management Plan, it also needs a longer-term vision to set out its longer-term aspirations for Promenade Park.

The Development of a longer term vision through a Culture and Heritage Strategy plan will involve comprehensive engagement with the public and stakeholders and will in turn help to inform the Management Plan, particularly relating to larger, more strategic projects that are likely to require a significant level of investment.

The specific activities and projects that are being delivered at Prom Park through our key Strategies are referenced in the Action Plan at Section 8.

i. Maldon District Council Corporate Plan

The **Maldon District Council Corporate Plan (2025-28)** puts quality of life at the heart of everything the Council does and sets out its priorities focusing on improving services and outcomes to help promote the district as a great place to work, live and enjoy.

The current priorities are:

- Supporting our communities
- Protecting our Environment
- Investing in our District
- Delivering good quality services
- Growing our Economy

Promenade Park directly contributes to the delivery of each priority and specifically as a resource to help deliver the key aim of improving quality of life.



ii. Maldon and Heybridge Central Area Masterplan

The adopted **Maldon and Heybridge Central Area Masterplan Supplementary Planning Document (CAMP)** places Promenade Park into the Leisure Quarter along with Hythe Quay and the Blackwater Leisure complex. CAMP recognises that the Leisure Quarter and in particular Promenade Park, is the most visited place in the District and seeks to manage the competing demands on the park through a managed approach.

Promenade Park plays a key role in forming a green lung creating a break from the urban, built fabric of the town, contributing significantly to flood risk management and biodiversity.

The spatial vision for the District sets out the importance of protecting the unique heritage and countryside, specifically its designated sites, internationally important wildlife, estuarine environment and unique heritage.



The park contains many cultural, heritage and leisure features which are a major draw and make the place a unique and interesting place. Some of the key priorities set out in the CAMP which this Management Plan helps to deliver include:

- Commitment to maintaining formal and informal open spaces, sports pitches, leisure and recreational facilities,
- Improving the links between Promenade Park and the town centre, specifically through public realm improvements,
- Increased leisure provision, including café / catering,
- Improving the green infrastructure and linking key assets through walking, cycling or other sustainable modes of transport,
- Effective car park management and usage.

The CAMP picks up upon 'Car Parking and Traffic Management' within the whole town and especially within the Leisure Quarter where Prom Park's car park is over utilised in the Summer months and empty in winter months. CAMP seeks an all year round use of the park and daytime and night time attractions. It also encourages 'park and ride' and 'park and stride' in Prom Park Car Park to encourage the wider use of the High Street and take the pressure from the main

town centre car parks. This is an important 'management' theme of the park.

The Promenade Park Management Plan is Project 16 in the Maldon and Heybridge Central Area Masterplan Supplementary Planning Documents SPD, Maldon District Council MDC, 2017:

The Masterplan SPD is economically driven to regenerate the district's main employment area at The Causeway, to retain the retail function of Maldon's High Street and promote the Leisure Quarter as a destination of choice for tourism and supporting the local economy

Section 8 sets out the actions that directly support the delivery of this key supplementary planning document.

iii. Commercial Strategy

The Management Plan recognises the financial pressures on the authority, which means being commercially driven and making assets work better whilst at the same time improving quality of life and social value, which is particularly relevant to the park to ensure that it remains sustainable.

The visitor economy plays a huge part in the Maldon District, contributing £220 million value in 2019, prior to the pandemic². The park is an iconic tourist destination with a mix of traditional and modern features and a balance of commercial and free attractions for visitors. Council projections estimate that the park contributes over £7 million to the local economy annually³. It is the district's key events space, generating in excess of £710,000⁴ for the local economy from a range of events. It is important that the park continues to offer the that same balance in the future, in order to maintain the tradition of the park for future generations.

iv. Events and Concessions Strategy

The Events and Concessions Strategy set an ambition for **Maldon District to become one of the top coastal destinations in Essex for events and concessions, providing exciting and enjoyable experiences**. For local communities, events provide recreational opportunities that help to build a cohesive, healthy, and active community. For the Council, events are a key part of delivering outcomes in terms of its commercial income, its support to local businesses by creating opportunities, and optimisation for our green spaces and their use for the community including supporting health and wellbeing of our residents.

²The Economic Impact of Tourism report 2019

³Report to Central Area Planning Committee, Nov 2022

⁴Events Impact 2023

Promenade Park in Maldon is a key asset in terms of delivering the Events and Concessions strategy. The park and its attractions, including events, have a long and proud history and a place in people's hearts.

This strategy aims to strengthen and build on that history and heritage whilst recognising the need for the Council to have a commercial approach, to support local businesses, to create new and exciting opportunities, whilst respecting the history of its parks and open spaces.

This strategy recognises the need for environmentally sensitive development to make sure these assets are enhanced and evolved, to be enjoyed by both the current and future generations.

Promenade Park will be promoted for events of:

- Civic importance,
- events that promote Maldon District regionally, nationally, or internationally and
- events that are of wide-ranging interest.

As Maldon District's principal venue for large scale outdoor events, Promenade Park will host a programme of events each year.

Temporary concessions present another opportunity within our venues to increase visitor numbers and spend within the local community. This will increase choice to customers, but consideration will be given to not creating an overly competitive environment for existing businesses from new offers to our parks and open spaces.

Where possible, temporary food and drink concessions should deliver a range of healthy options and promote local produce and businesses.

Recyclable materials for food/drink distribution should always be used.

Concessions will be limited in number each year, and these would be reviewed on an annual basis based on previous year's feedback and performance.

v. Asset Management Strategy

Maldon District Council's Asset Management Strategy sets the strategic framework for the Council's estate operations, over the next five years. It is intended to guide future decisions regarding the strategic needs of the Council concerning the acquisition, use and disposal of estate assets (property and land) and to ensure that the assets are fit for purpose, efficient and financially viable. The Strategy sets out the governance approach that will support decision

making for both new initiatives and day to day management of the estate, with the Council's Strategic Asset Working Group having key involvement

The aim is "To ensure that the Council's assets continue to meet its own strategic, operational, and financial objectives, as well as those of its partners, residents and visitors, through optimising asset performance, sustainability, and cost effectiveness across its estate."

Oversight of the Strategy and its delivery is achieved through the Council's Strategic Assets Working Group which is made up of 12 Members appointed by the Council, which will also oversee the delivery of the Promenade Park Management Plan.

vi. Climate Action Strategy

The Council supports the creation of low carbon communities and is striving to be more energy efficient. As a response to the ongoing climate crisis, a Climate Action Strategy has been developed by the Council.

The Council has set an aspiration to be to be a carbon neutral District by 2030 and ensure that all our strategic decisions, budgets and approaches to planning and regulatory decisions are in line with a shift to net-zero carbon by 2030

The Council is committed to take action to deliver the following Climate Action Pledges and will work with communities, businesses, local and national partners to take action by 2030:

Pledge 1 - Kick the car habit

Pledge 2 - Create less waste

Pledge 3 - Show Nature we Care

Pledge 4 - Be a Council that leads by example

Pledge 5 - Develop a strong policy commitment to Climate Action

The Promenade Park and the way it is managed will directly support these pledges

3. Site Description and Analysis

Promenade Park is owned and managed by Maldon District Council, who work with the community, users and other stakeholders to ensure its effective operation, and through this plan aim the Council aims to build on that engagement. The Park enjoys a unique riverside setting, adjacent to the historic Hythe Quay and close to the town centre. It forms a link between the town's commercial and residential areas, new sports and leisure facilities, the Dengie Peninsular and wider countryside via public footpaths along the sea wall.

An iconic tourist destination rich in heritage, Promenade Park today has a mix of both traditional and modern features, as well as a balance of commercial and free attractions available for all.

ZONE 1

Formal + Historic part of park

Includes informal recreational pursuits event field, Lake, Stage, Amphitheatre, Museum, Children's playground, Pétanque Terrain, Formal gardens, Maze, Wildlife garden, outdoor table tennis table, toilets and coach park.

ZONE 2

Sports fields

Facilities for cricket, football, tennis and lawn bowls inc. changing facilities and a picnic area. The parks depot is also included in this area.

ZONE 3

Centre of the park

Food outlets, Splash park, Adventure Golf, Galleon, Model Boat lake and the Byrthnoth Statue. The parks main toilet block, petting Zoo, information and First Aid point is also sited here.

ZONE 4

Carparking + grassland

Winter carparking, Skate park, BMX track + grassland (used for summer carparking), the Delph Ditch channel and Millennium Wood.

Park Zones

The Central Area Master Plan designates Promenade Park within the Leisure Quarter, and identified four uses zones:



Use categories

Formal recreation with the Park falls into four main categories.



1. Free to use facilities maintained and operated by Maldon District Council

- The Museum (Partner operates this)
- Children's playground
- Formal bed(s)
- Wildlife area
- Pétanque terrain
- Boating lake
- Toilets
- The Galleon
- BMX and skate park
- Outdoor table tennis table



2. Pay to use facilities maintained and operated by Maldon District Council

- Beach huts
- Occasional events such as pop concerts and rallies
- Car Parking



3. Third party concessions:

- Splash Park (operated on behalf of the Council)
- The various food outlets
- Petting Zoo
- Pirates Bay Adventure Golf
- Deckchairs



4. Other tenants which are self-managed

- Cricket club
- Football club
- Tennis Club
- Sailing club
- Scouts
- Sea Cadets

Key information about Promenade Park

Car Parking

Because there are no rail services to Maldon, most visitors from outside Maldon travel by car. As a result, large areas of the Park are given over to car parking particularly during Spring and Summer months. The Prom Park has 1500 car spaces, with an additional 37 spaces within the adjacent Coach Park. During 2023/24, there were nearly 170,000 tickets sold in our car parks in Promenade Park. The peak months of July and August saw the highest numbers of visitors, however, there remains regular usage of the car parks throughout the year.

The Prom Park Car Parks are heavily used during the summer, and parking for Events creates additional demand and pressures. The Council has been working with partners to explore opportunities for overflow car parking for Events, and to manage the associated traffic flow.

Promenade Park represents an important space for leisure and recreation. In addition to its facilities and features, the Park makes a valuable contribution to the social, economic and environment well-being of the district, particularly in the following areas:

Health and Wellbeing

Promenade Park provides an abundance of leisure and recreation facilities within a green space setting close to the town centre and adjacent to an historic river. As well as being an important visitor attraction, the Park acts as the town's green lung and an important space for dog walking, jogging, walking, planned sports activities and ad hoc sports. There are benches for users to seat and rest as well as a numbers of food and drink offerings to stop and chat. The open spaces encourage walking and play while peaceful areas offer the opportunity for reflection.

All this offers a unique opportunity for those using the park to improve their overall health and well-being with a wider positive of having significant green infrastructure offsetting the urban townscape of Maldon and Heybridge.

The Prom provides space and facilities to a number of community and voluntary run sports and leisure groups, which the Council continues to engage with and support.

It has invested significantly, both through capital investment and external funding, to deliver additional facilities, including upgrades and replacement of play sites, and improvements to Skatepark and BMX facilities.



Biodiversity, Flora, fauna and Nature Conservation

In June 2024 the Councils Biodiversity Report 2024-26 was approved setting out what Council currently does to conserve and enhance biodiversity as part of its functions and sets out how the Council will meet the new challenges posed by the Environment Act 2021.

In respect of biodiversity the Council will build on its existing policies, partnerships and actions setting out a clear strategy for going forward that will maximise the benefits for biodiversity within the resources and influence available to the Council. Our management of Promenade Park reflects the commitments we have made within the Biodiversity Report and the action plan.

There are some areas of the Park, which through sympathetic management, have developed into important areas for wildlife. Across the Park there are almost 1,000 trees and shrubs of more than 65 different species. These trees give the Park a unique and changing character throughout the seasons. As well as being attractive to look at, they also clean and cool the air, absorb noise and provide food, safe havens and corridors for much of the Park's wildlife.



The adjacent Blackwater Estuary is an important wildlife site and is a nationally protected Ramsar Conservation Designations for Wetlands Site (RAMSAR), Special Area of Conservation (SAC), Special Protection Area (SPAR) and Special Site of Scientific Interest (SSSI). This puts some limitations on what can be done within and adjacent to the estuary, but it still provides a range of boating and leisure opportunities which can be accessed from Promenade Park.

Climate Change

Our management of Promenade Park directly supports the Council's Climate Action Strategy pledges, and specifically the pledge of "Show Nature we care".

The management of our tree stock and the planting of more trees all help to reduce carbon pollution.

Rewilding in the park supports biodiversity, and help to encourage species diversification in both flora and insect populations. We are making every effort to reduce grass cutting wherever possible across the park to support biodiversity and encourage both flora and insect populations.

We have introduced an electric utility vehicle for the use in the park and will consider electric vehicle options for all vehicles in need of replacement.

We are exploring options for introducing electric vehicle charging at the Promenade Park, as well as all other Council owned car parks

Local economy

The Park has a significant impact on the economic and social life of Maldon and the wider district. The Park is an important visitor attraction and offers access to Hythe Quay as well as access to the Town centre. This offers visitors to the park an opportunity to support the local businesses in the park itself or to use the local shops and restaurants in the town centre. With ample parking available within the park, it offers user of the park an opportunity to visit other locations in the area. It is a key location in delivering a programme of events throughout the year.

The Park has a significant impact on the socioeconomics of Maldon and the wider district. It is an important visitor attraction with access to Hythe Quay as well as the Town centre. With ample parking available, it offers users an opportunity to support the local businesses in The Park itself, or to use the local shops and restaurants in the town centre. It is a key location in delivering a programme of free and paid for events throughout the year.

Volunteering

The Council are keen to encourage and support volunteering, including across its parks and open spaces.

It specifically recognises the importance and influence that Volunteering in the Promenade Park could bring and have already engaged with the District Community Voluntary Service Development of a high-level volunteering framework to include:

- Quality standard statement
- Commitment to safeguarding, safer recruitment and safety
- Commitment to equality, diversity and inclusion
- Partnership working and asset-based approach
- Partner agreement expectations and parameters
- Code of conducts and expected behaviours

There will be consultation on draft framework and support to embed with existing partners.

Health and Safety

The Council has a strong emphasis on health and safety across of all its parks and open spaces. This includes protecting the safety of the public using the Prom Park, as well as ensuring safe practices of our staff working the in the Park.

We have made a number of investments in the Park, including CCTV, and have further improvements planned which are included in the action plan at pages 25 to 31.

Our staff are required to comply with our robust policies and work practices, and all of operators, including our tenants, concessions and event organisers are required to have robust health and safety arrangements in place.



4. Existing Management and Maintenance

Management and Staffing

The Council is committed to satisfying the needs of all members of our community, ensuring Promenade Park meet current and changing demands, particularly through effective management and maintenance. The day-to-day management of the park is the responsibility of our Countryside and Coast team.

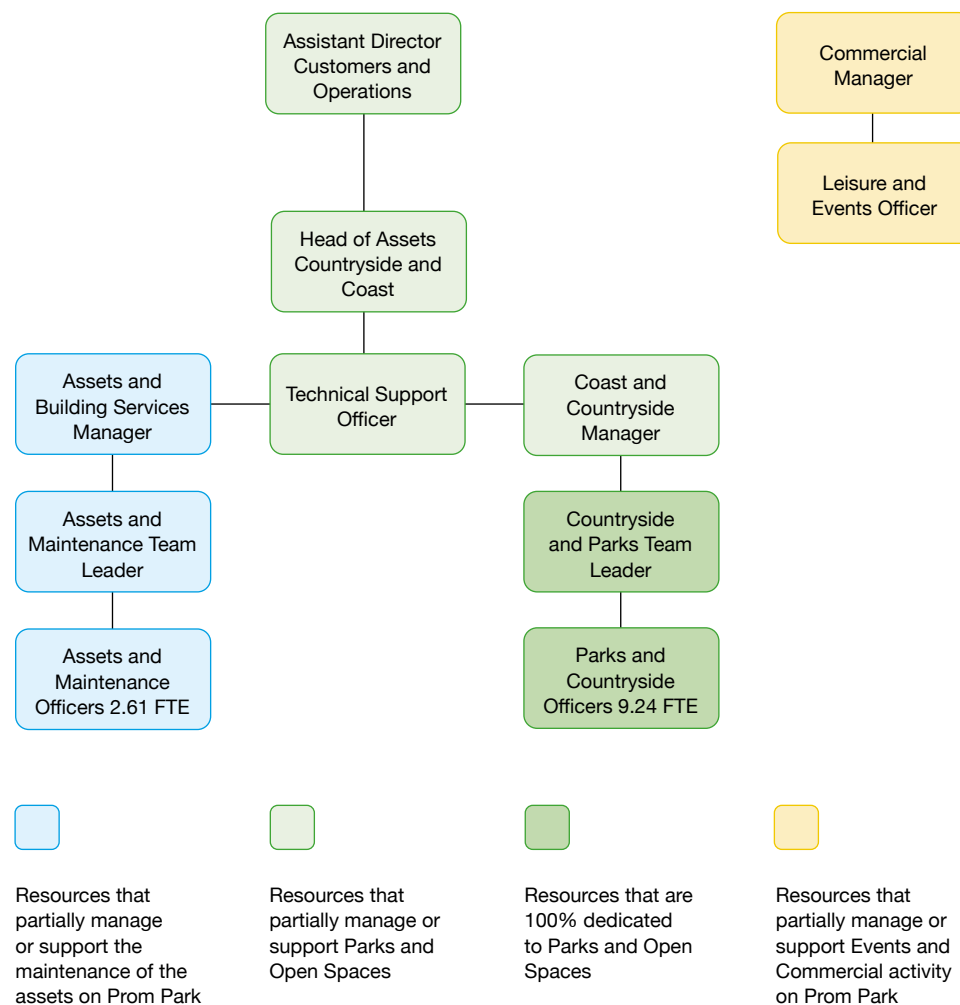
We are proud to maintain the park to a good level for our residents and visitors to enjoy. Currently, Promenade Park is used as a base location for 9 x park operatives including the team leader of that team. These staff are responsible for maintaining not only Promenade Park but a range of other parks and open spaces across the district. Our Parks staff keep the Prom Park looking clean and tidy and duties typically involve litter clearance, litter bin emptying, grass cutting, hedge cutting, strimming and any other activities required to keep the park looking at its best. The Parks staff are also frontline representatives and are the face-to-face ambassadors of the council.

The Parks staff work 7 days a week including bank holidays, Christmas and New Year, these members of staff are the eyes and ears of the Council, reporting incidents and overseeing the general health and wellbeing of those using the facilities. The team are responsible for maintaining not only Promenade Park but a range of other parks and open spaces across the district.

The depot area of the park is host to a number of external buildings and garages. Changing facilities and a shower along with toilets and a rest area for staff are available to use. The site includes a large glass house which is predominantly used more for storage than its intended purpose.

Within the depot are a number of different areas for recycling and re-using of materials.

Our Team



Maintenance programme

Grass, Shrubs and Flowerbeds

Most of the grass in the park is cut approximately every 10 working days from April to September, although some areas, for example sports pitches are cut on a weekly basis. With the impact of climate change these frequencies remain flexible. The grass cutting season is extending with grass cutting starting much earlier than in previous years and grass still growing much later in the season.

Shrubs

Shrub maintenance frequency, any encroachment is dealt with as and when required, general pruning takes place from October – March.

Hedges

Hedge maintenance frequency, the aim is for this to take place twice per year, generally in June and September.

Tree works

The Council undertakes a programme of tree surveys, and tree maintenance work. The tree maintenance and tree planting work are generally carried out during Autumn and Winter months.

Play site inspections

Play-site inspections are carried out once per week by our accredited staff to ensure any repairs or defects are dealt with to ensure our play sites remain safe for children to use.

Litter

The frequency of litter bin emptying is generally daily however this can take place twice daily at weekends, bank holidays and school holiday periods.

Dog fouling bins are emptied approximately three times per week on a Monday, Wednesday and Friday.

Litter picking is carried out twice a day on average throughout the winter months, this can be carried out continuously during the summertime. The weekend attendant carries out litter picking all day.

Maintenance

There is regular maintenance carried out on the Promenade Park, which has more recently included the following areas

- Splash Park
- Paths and road (improvements and new)
- Amphitheatre
- Beach Huts
- Play sites, and play site surfaces
- Tree maintenance
- Drainage works
- Hardstanding in car parks Increased lighting

Part 2: Where do we want to get to?



5. Community engagement

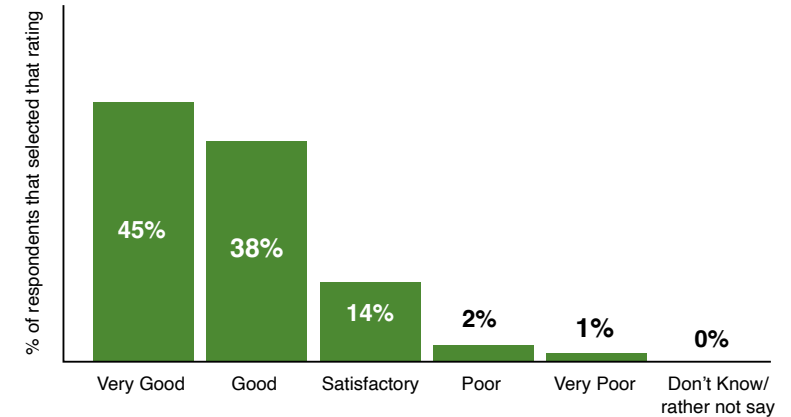
The Council were keen to seek the views of all the users of the Prom, to help understand more about what is important to them, and to help inform the priorities for the Prom. To achieve this the Public were requested to complete a survey which was available online and also in paper format.

The survey was undertaken from 31 October 2024 to 2 January 2025. To make it as easy as possible for residents and visitors to take part, posters with a QR code were prominently displayed in the Prom Park, and officers were also available to assist with completion.

In total we received 432 responses, and the feedback has been used to inform our action plan in Part 3.

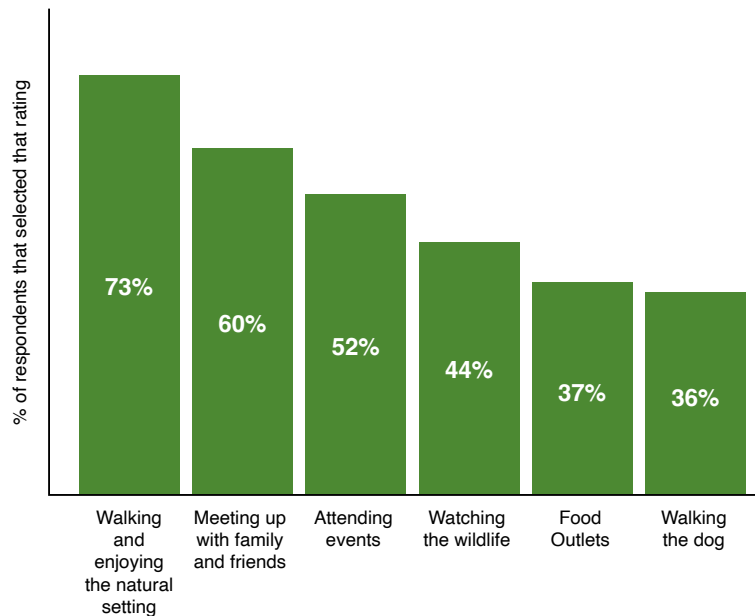
The key information we established from the survey was as follows:

How would you rate Prom Park overall?



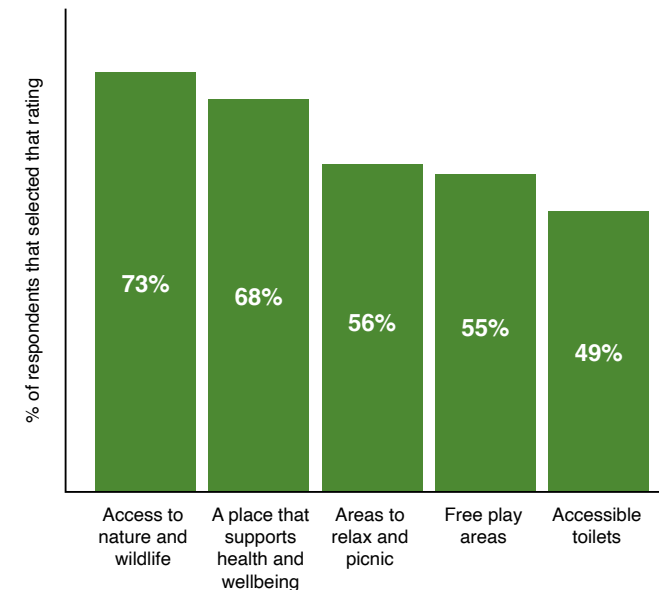
Reasons for using Prom Park

(users could select more than one option)



What do you think are the most important parts of Prom Park?

(users could select more than one option)





The public also submitted a number of comments with a general theme of the importance of balancing the use and function of the park as a community space to relax and visit and providing quality amenities and events for all.

The comments also generally reinforce the responses to other questions in the survey, such as

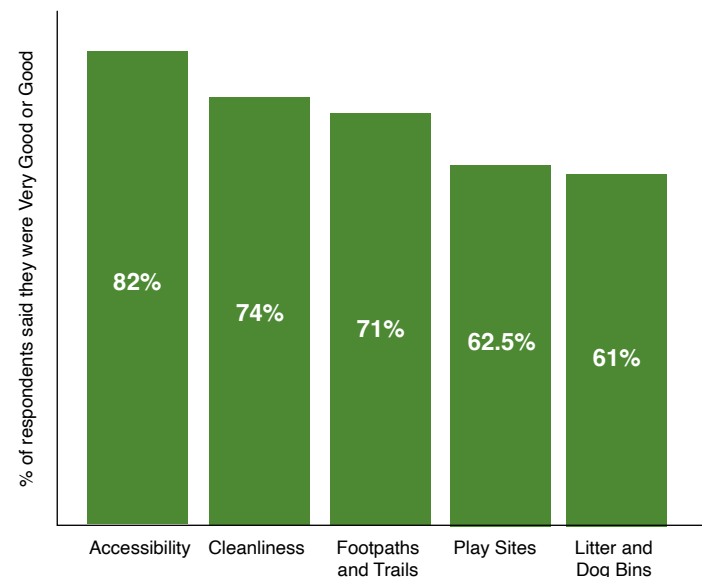
- Increased seating,
- More covered areas so that the park can become an all-weather facility for the town.
- Nature trail
- Specific themes from the comments include
- The importance of getting the basics right,
 - Keeping the toilets clean and tidy
 - Emptying bins on a regular basis
 - Keeping car parking charges to a minimum

Some other comments included

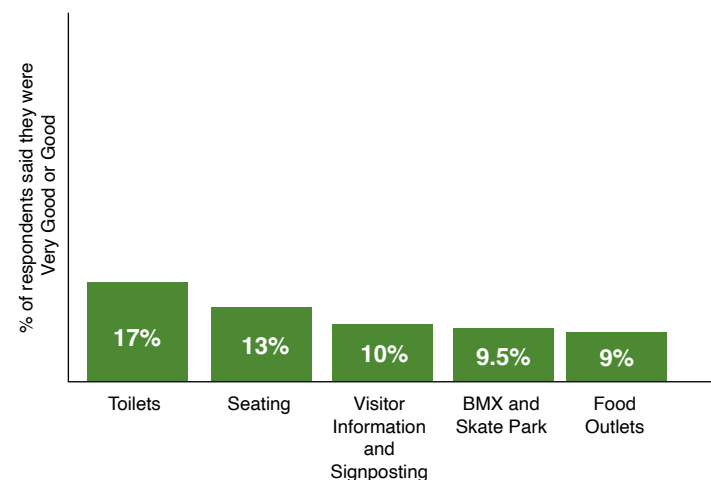
- Resurrecting the lake as a swimming pool.
- Keeping Dogs on a Lead

The overwhelming comments were positive demonstrating pride in the park.

Rating of Facilities – Top 5



Rating of Facilities – Lowest 5



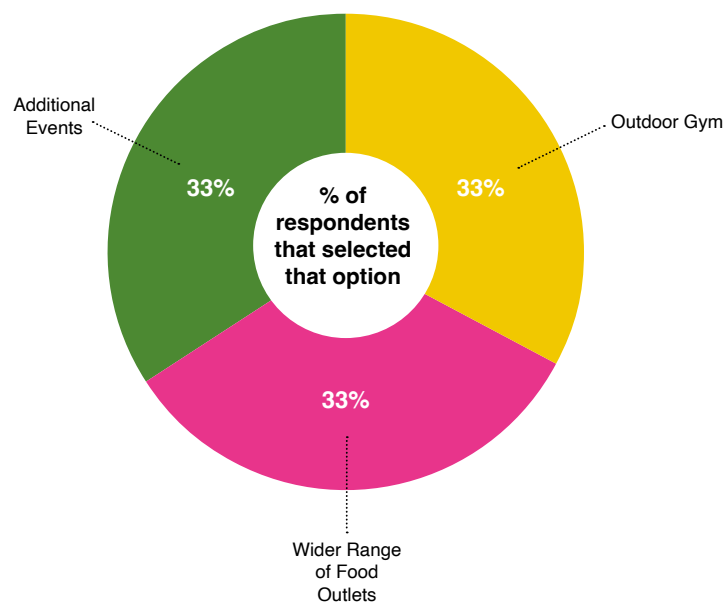
Is there anything you would not like introduced in the park?

The responses identified 3 key themes that the public did not wish to see introduced, or see more of:

- 1 Paid for activities
- 2 Events (particularly noisy ones)
- 3 Fast Food outlets (particularly high street chains/ vendors from outside the District)

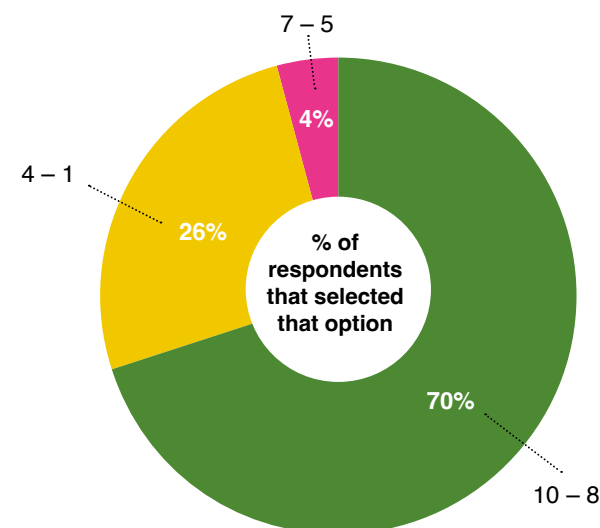
What improvements would you like to see at Prom Park?

(users could select more than one option)

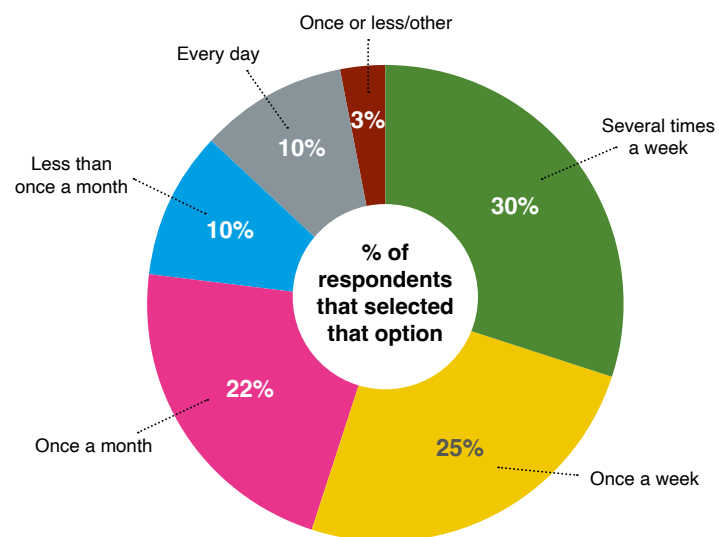


How do you rate the impact that your visits to Prom Park have on improving you and your family's quality of life?

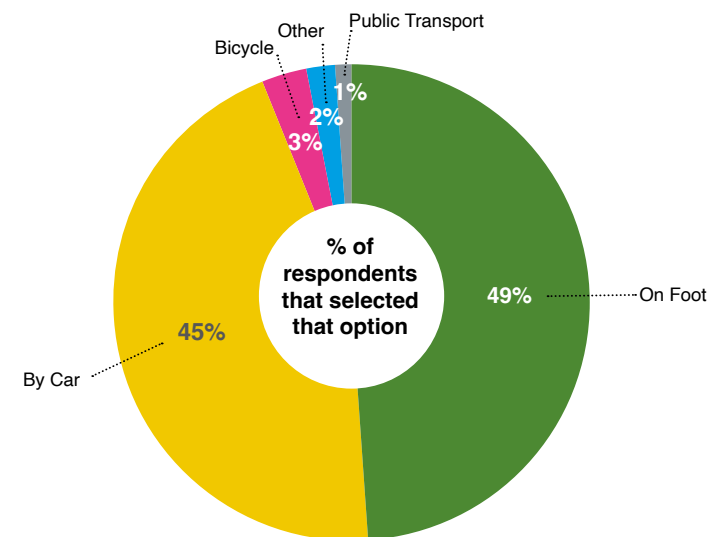
10 Highest rating – 1 Lowest rating



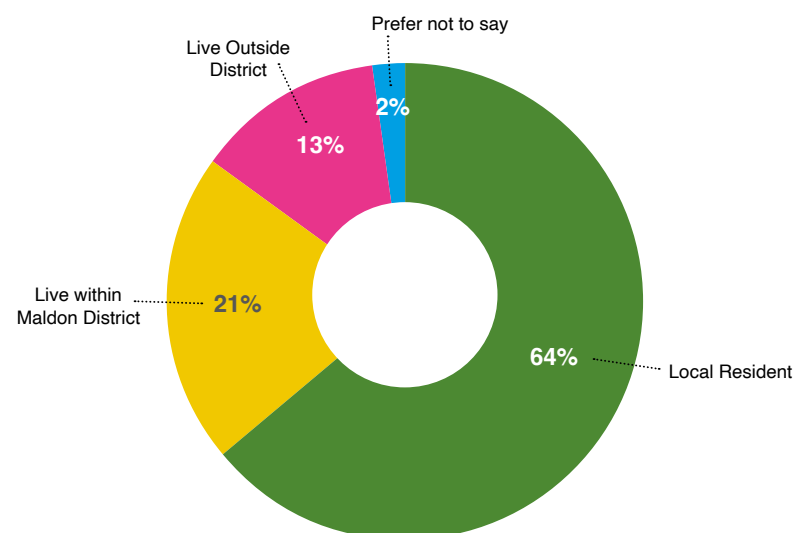
In the last 12 months, how often have you visited Prom Park?



How do you usually travel to the park?



Where did you travel from?



Project/ activities which will specifically support public feedback and which have been included within the Action Plan in Part 3. Of the plan

- i. **Food outlets are in top 5 of things that public come to Prom Park for, and a wider range of food outlets appear in the top 3 improvements the public would like to see, but more fast food is something that the public did not want more of**

Planned actions:

- Food Court (Commercial Strategy)
- Encouraging wider choice of healthy eating options,
- Agree a suitable material and colour palette for any new facilities or furnishings within the park going forward, including kiosks.

- ii. **Meeting up with Family and Friends is 2nd highest thing that public come to Prom Park for, Areas to relax and picnic 3rd most important part of Prom Park, and reference to seating in feedback, and seating has 2nd lowest score for facilities**

Planned actions:

- Improve/ increase seating and picnic facilities

- iii. **Top three improvements public would like to see: Additional Events, Outdoor Gym, Wider Range of Food Outlets**

Planned actions:

- Additional Events – The Events strategy reflects a programme of activities planned each year. Additional customer engagement will be required to establish more information about the type of events that the public would like to see, as whilst there is a clear indication that the public would like more events, equally the responses indicate the public do not want more commercial/ noisy events. This highlights the need to balance the needs of all Prom Park users and residents and will be a key consideration when considering any future events.
- Outdoor Gym – Council is exploring a trial day to gauge customer interest and if successful will look at funding options to deliver
- Wider range of food outlets – this is being delivered at (i) above



6. Our Vision

Maldon District Council is committed to providing safe, well-maintained, diverse and vibrant quality parks across the district.

We are committed to ensure that Promenade Park will always be a safe, accessible, wildlife rich environment to support the health and wellbeing of visitors and local people.



“Balancing Community, Nature, Wellbeing and Adventure”

Our vision is to manage and maintain Promenade Park as a premier recreation and leisure site in Maldon District, which blends the nostalgia of the past with the freshness and relevance of the present.

Promenade Park is a space where people, families and communities can escape the pressures of everyday life, immerse themselves in nature and enjoy the fresh air that the views over the Blackwater estuary naturally provide.

It is the premier park for the people of Maldon and South Essex and an outstanding venue of regional significance for active recreation, formal sport, events and culture as well as a place for informal relaxation and reflection within an outstanding natural environment.

Promenade Park will make a positive contribution to people’s health and wellbeing offering a clean, safe and accessible environment and will be an essential stop for visitors and contribute to the district’s reputation for staging quality outdoor events.

The park will be managed in a sustainable and efficient manner which conserves and protects its asset and natural landscape and allows residents and visitors to safely enjoy a range of facilities and historic features in a unique riverside location next to the town centre. All our policies, management practices and operations accord with sustainable principles.

7. Objectives and Priorities

Management Plan Objectives

The Management Plan aims to ensure that Promenade Park is managed, developed and maintained to a good standard that serves a wide range of functions for the local community and visitors.

The Green Flag Award is the national benchmark standard for publicly accessible parks and green space in the United Kingdom and now internationally. The longer-term strategy for Promenade Park will include an assessment as to whether the Park applies for the Green Flag. The criteria for the Green Flag Award align with the council's approach to its management and policies and are also in accordance with other key District plans and programmes.

A Welcoming Place: to make Promenade Park a welcoming place through its visual appearance, range of facilities, standard of maintenance and ease of access

Healthy, Safe and Secure: to ensure that the Park is managed and maintained to a high standard and meets the needs of all users to enjoy healthy activities in safe and secure environment

Well Maintained and Clean: to ensure that the Park is maintained to a high standard, particularly with regards to litter collection and waste management and to provide an enjoyable experience for all visitors

Environmental Management: to ensure that the management and maintenance of the Park is undertaken in an appropriate manner so that environmental impact of these operations is minimised

Biodiversity, Landscape and Heritage: to promote and increase the Biodiversity within Promenade Park and maintain the management standards sympathetic to the Park's origins and historic river frontage

Community Involvement: to consult and work with the community and stakeholders whilst developing Promenade Park

Marketing and Communications: to provide an inclusive approach to the promotion and marketing of the Park and its environment

Management of Park: to provide a co-ordinated approach to the management, maintenance and development of the Park



Short – Medium Term Priorities

Our immediate priorities are to

- (i) Continue to manage and maintain the Park in a cost effective and efficient manner
- (ii) Refresh and up-date core facilities in response to the needs of the local community and visitors to the Park
- (iii) Enhance the ecology and Biodiversity of the Park
- (iv) Improve the promotion and marketing of the Park to visitors and the local community
- (v) Improve community and stakeholder involvement in managing and developing Promenade Park through regular communication, consultation, events and management activities including volunteer's programme
- (vi) Extend income generation through delivery of an annual events programme and concessions management whilst respecting the history and environment of the Park and its open spaces
- (vii) Enhance data collection and intelligence on Park uses, users and audiences.



Part 3: How will we get there



8. Action Plan

The Management Plan will deliver short-term improvements and seek to secure funding to deliver medium term improvements. This management plan will create a framework to enable prioritisation of activities and projects over the next 5 years, and it will help to inform a Promenade Park Development Plan, which will set the longer-term ambition and Strategic direction for the and development of the Prom Park.

We have identified a range of priorities which have been informed by the feedback from our recent consultation.

Short Term/ Medium Term

These are projects/ improvements that will either be

- Delivered within existing resources over the next 2 to 5 years and where funding is in place, or
- Potential improvements/ projects that are subject to funding being available within the next 2 to 5 years.

Larger or Longer-Term Projects

These are projects that will need to be explored through feasibility Studies, and which will require a significant level of investment to deliver. These projects will not be delivered by this Plan, which aims to set the framework for a longer-term development plan setting out the Councils longer term plans and aspirations for the Promenade Park.

In the interim these opportunities will come through our Commercial Strategy, the Heybridge and Maldon Central Area Master Plan and Corporate Plan Priorities.



Short- Medium Term Action Plan – Projects to be delivered

Project number	Title	Funding Source	Project description	PPMP Objective Supported	Short/ Medium Term	Corporate Priority/ Strategy Supported	Delivery Date
1	Replacement of the accessible play site equipment in the secret garden area (Phase 1)	UKSPF	Improved accessible equipment, installed creating an enhanced inclusive play area	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Management of Park 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Complete
2	Delivery of phase 2 of the Secret Garden	Capital and UKSPF	Completion of phase 2 of the enhancement to this play area, with additional features informed by public consultation	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Management of Park 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Q4 2025/26
3	Replacement of the Galleon play equipment	Capital	Replacement will enable children of all ages, including children with disabilities can participate in play	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Well Maintained and Clean 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Complete
4	BMX and skatepark	S106 Capital	Updating BMX and Skatepark facilities	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Well Maintained and Clean • Community Involvement 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Q2 2025/26
5	Increase range of Healthy Eating Options	No cost	All new concessions/ licences for food provision will be encouraged to offer healthy options	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Ongoing
6	Introduce EV Charging points in Promenade Park	Self funding	Work with Essex County Council as part of a wider project to deliver Electric vehicle charging points across Essex	<ul style="list-style-type: none"> • Environmental Management 	Medium	<ul style="list-style-type: none"> • Climate Action Strategy • Investing in our District • Protecting our Environment 	Ongoing – subject to ECC timescale

Project number	Title	Funding Source	Project description	PPMP Objective Supported	Short/ Medium Term	Corporate Priority/ Strategy Supported	Delivery Date
7	Expand use of E V across Parks vehicle Fleet	Capital	Option for replacement of existing vehicles with electric vehicles to be considered for all replacement vehicles	• Environmental Management	Short	• Climate Action Strategy • Protecting our Environment	Ongoing
8	Increase numbers of trees planted in Promenade Park	MDC Revenue and partnership funding	Working with partners to support increasing numbers of trees within Promenade Park	• Environmental Management • Biodiversity, Landscape and Heritage	Short	• Climate Action Strategy • Protecting our Environment	Ongoing
9	Maintain our existing tree stock	MDC Revenue funding	Through regular tree surveys and arboricultural work maintain and protect existing tree stock	• Environmental Management • Biodiversity, Landscape and Heritage	Short	• Climate Action Strategy • Protecting our Environment	Ongoing
10	New volunteering Framework	MDC Revenue funding	Working with the Maldon and District CVS to implement a Volunteering Framework, to support volunteering	• Community Involvement • Management of Park	Short	• Supporting our Communities	Q3 2025/26
11	Encourage increased volunteering, and wider stakeholder engagement	MDC Revenue funding	Working with our partners to continue to support increased volunteering, including wider engagement with public and stakeholders	• Community Involvement	Short	• Supporting our Communities	Q4 2025/26
12	Undertake bi-annual surveys of Prom Park users	MDC Revenue funding	Through regular surveys with both the public and stakeholder, we can measure users satisfaction with the Promenade Park and facilities and to inform improvements	• Community Involvement • Management of Park	Medium	• Supporting our Communities • Delivering Good Quality Services	Ongoing
13	Implement New Cleaning Contract	MDC Revenue Funding	To improve the standards of the Toilet Cleaning through the new contract, and provide a better experience for the users of the Prom Park	• Environmental Management • Well Maintained and Clean	Short	• Protecting our Environment • Delivering Good Quality Services	Q1 2025/26

Project number	Title	Funding Source	Project description	PPMP Objective Supported	Short/ Medium Term	Corporate Priority/ Strategy Supported	Delivery Date
14	Improving safety in the Prom Park – working with young people	MDC/ Maldon Community Safety Partnership (CSP) funding	Through partnership working with the CSP, to deliver projects aimed to improve safety, and reduce anti-social behaviour. Projects to be delivered following engagement with young people, and include potential improvements to Skate park, improved lighting and seating	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Community Involvement 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Q3 2025/26
15	Improving Safety in Park	MDC Funding	Further improvements to maintain and improve safety related to vehicular access in the park are planned during 2025/26	<ul style="list-style-type: none"> • Healthy, Safe and Secure 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	Q4 2025/26
16	Improving and investing in the Amphitheatre	MDC Funding	Repairs and improvements to ensure the structure remains a prominent focal point in the Promenade Park for many more years to come. The improvements will deliver improved safety features and a more accessible / functional asset for the community to use	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Well Maintained and Clean 	Short	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our Districts 	Q1 2025/26
17	Introduction of cheaper all day Car Parking at Prom	Agreed through fees and Charges and built into annual budget projections	All day Car Park charges reduced from April 2025 to encourage visitors to stay longer, and to encourage parking at Prom and Walking into the High Street	<ul style="list-style-type: none"> • A Welcoming Place 	Short	<ul style="list-style-type: none"> • Heybridge and Maldon Central Area Master Plan • Supporting our Communities • Growing our Economy 	Q1 2025/26
18	Guidance document to support consistency and appropriateness of style of new, or changes to, facilities in the Prom Park	MDC Funding	New guidelines to be developed to support the existing Strategy to provide greater clarity on the style and colour palette for any changes to/ new facilities in the Prom Park to ensure that they are in keeping with existing style, and importantly reflect the heritage of the park	<ul style="list-style-type: none"> • A Welcoming Place • Biodiversity, Landscape and Heritage 	Short	<ul style="list-style-type: none"> • Concessions and Events Strategy • Investing in our District 	Q4 2025/26

Short- Medium Term Action Plan – Potential Projects subject to funding and resource

Project number	Title	Funding Source	Project description	PPMP Objective Supported	Short/ Medium Term	Corporate Priority/ Strategy Supported	Delivery Date
19	Introduction of formally designated Biodiversity Areas (potential project)	To be identified	Inclusion of areas of natural wildlife and wildflower areas within the Prom. Signage to enable public to identify these sites and understand why they remain uncut throughout certain times of the year	<ul style="list-style-type: none"> • Welcoming Place • Biodiversity, Landscape and Heritage 	-	<ul style="list-style-type: none"> • Climate Action Strategy • Protecting our Environment • Investing in our District 	<i>Potential Project</i>
20	Outdoor Gym (potential project)	Subject to feasibility study and funding	To provide outdoor Gym, to increase free facilities available to Prom Park users to increase their Health and Wellbeing. This was one of the top facilities the public would like identified in the 2024 public consultation	<ul style="list-style-type: none"> • A Welcoming Place • Healthy, Safe and Secure • Community Involvement 	-	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	<i>Potential Project</i>
21	Increased Event Parking (potential project)	Subject to Feasibility Study	To provide additional off-site car parking to manage increased demand whilst Events are being held at Prom Park, enabling the public to continue to use the Prom, and minimising impact of traffic on to and leaving Prom	<ul style="list-style-type: none"> • Well Maintained and Clean • Community Involvement 	-	<ul style="list-style-type: none"> • Car Park Strategy • Growing our Economy 	<i>Potential Project</i>
22	Improved/ increased seating and picnic benches (potential project)	Subject to funding	This project reflects the clear feedback from Prom Users relating to the importance of seating and picnic facilities	<ul style="list-style-type: none"> • Welcoming Place • Well Maintained and Clean • Community Involvement 	-	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	<i>Potential Project</i>
23	Free public Wi-Fi (potential project)	Subject to funding	This would offer an enhanced experience, and would be a way of directing public to our Visit Maldon website to promote our Tourism offer, and encourage them to explore High Street	<ul style="list-style-type: none"> • Welcoming Place 	-	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	<i>Potential Project</i>
24	Celebration Pathway (potential project)	Subject to funding	A dedicated pathway in the Prom that will enable the public to purchase a stone which can be engraved as a legacy/ memorial.	<ul style="list-style-type: none"> • Welcoming Place • Management of Park 	-	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District 	<i>Potential Project</i>

Project number	Title	Funding Source	Project description	PPMP Objective Supported	Short/ Medium Term	Corporate Priority/ Strategy Supported	Delivery Date
25	Replacement of litter bins	Subject to funding	Replacement of existing litter bins to improve visitor experience, and reflect survey feedback	<ul style="list-style-type: none"> • Welcoming Place • Well Maintained and Clean • Community Involvement 	-	<ul style="list-style-type: none"> • Delivering good quality services • Supporting our Communities • Investing in our District 	<i>Potential Project</i>
26	Nature Trail (potential project)	Subject to funding	This would support health and wellbeing of all ages and encourage physical and mental wellbeing as well as engagement with nature. This project would support Visitor feedback as being two of the top reasons that Visitors come to Prom Park, and being identified as the most important aspect of the Prom	<ul style="list-style-type: none"> • Biodiversity, Landscape and Heritage • Healthy, Safe and Secure • Community Involvement 	-	<ul style="list-style-type: none"> • Climate Action Strategy • Supporting our Communities • Investing in our District • Protecting our Environment 	<i>Potential Project</i>
27	Refurbishment of Kiosks	Subject to funding	This would support the improvement of the overall experience of park users using the catering facilities as well as improving the look and feel of the area	<ul style="list-style-type: none"> • Welcoming Place • Well Maintained and Clean • Community Involvement 	-	<ul style="list-style-type: none"> • Supporting our Communities • Investing in our District • Growing our Economy 	<i>Potential Project</i>

Longer Term Potential Projects

Project	Purpose	Strategy/ Policy supported
Food Court/ Wider Catering Offer	To offer a wider range of choice to the public, and create improved seating/ dining facilities	Heybridge and Maldon Central Area Master Plan – supporting Increased leisure provision, including café / catering
Visitor Centre/ Destination Hub	To support Maldon as a Tourism destination and to thereby to support the wider economy	Heybridge and Maldon Central Area Master Plan – supporting provision of a Destination Hub

8. Governance, Monitoring and Review

The Strategic Assets Working Group (SAWG) will oversee the Promenade Park Management Plan, reporting into the Strategy and Resources Committee.

An annual report will be produced that will outline progress in delivery of the action plan and recommend the following years plan.

This report will inform the Councils annual budget setting process for both capital and revenue, and also inform the Service Plan for the next year, thus creating a rolling action plan, which is monitored through the service plan, overseen by the SAWG and the Councils Corporate Leadership Team.

Actions which support delivery of the Councils Corporate Plan, or are Key Performance Indicators will also be reported to the Performance, Governance and Audit Committee along with any exceptions from the Service Plans.

Projects will be managed, monitored and progress reported through the Councils Project Management Governance processes.

This approach will provide Promenade Park with a sustainable future, ensure that activities and projects are clearly identified, monitored and funded.



References

(i) Corporate Plan 2025-28

[Our Corporate Plan | Corporate Plan 2025 - 2028 | Maldon District Council](#)

(ii) Maldon and Heybridge Central Area Master Plan 2017

[Maldon and Heybridge central area masterplan | Maldon and Heybridge central area masterplan | Maldon District Council](#)

(iii) Events and Concession Strategy 2023-28

[Events Strategy](#)

(iv) Climate Action Strategy

[Climate Action Strategy | Maldon District Council](#)

Acknowledgement: Thank you to Stephen P. Nunn for his consultation on the Heritage of Promenade Park and the Maldon area and use of photography.



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Investment Plan - Capital and Revenue

				25/26		26/27		27/28		On-Going Revenue
				Capital	Revenue	Capital	Revenue	Capital	Revenue	
Promenade Park Management Plan (PPMP) Project Number	Description	Source	Project							
Longer Term Project	New Covered Seating area Near Kiosks	PPMP	Proposals for Covered seating area Near Beacon overlooking River	£254,000.00						
21	Outdoor Gym	PPMP	New Green Gym			£160,000.00				£1,000.00
20	Introduction of formally designated Biodiversity Areas	PPMP	Increase biodiversity ares in Prom, and install signage/ QR links to information				£20,000.00			£2,500.00
22	Increased Event Parking	PPMP	No project at this time							
24	Free public Wi-Fi	PPMP	Introduction of free public WiFi across Park		£37,000.00					£1,000.00
26	Replacement of litter bins	PPMP	Replacement of exisiting litter bins with larger capacity bins that will enable recyling.	£45,000.00						£2,000.00
27	Nature Trail	PPMP	Nature Trail, with signage and QR codes to link to more information			£175,000.00				£2,000.00
28	Refurbishment of Kiosks	Strategic Assets Working Group (SAWG) / PPMP	Renovation of 4 Kiosks, to include external cladding, roof, internal refurbishment and signage	£270,000.00						
25	Celebration Pathway	Commercial / PPMP	Install a new pathway where stones can be purchased by public for personal engraved messages - becomes a visitors attraction	£110,000.00						
All	Project Officer Costs (18 months contract)	PPMP	Project Officer resource to manage PPMP project delivery 18 months	£41,000.00		£81,000.00				
All	Community Engagement Resource	PPMP	Community Engagament Officer to provide increased presence on Prom		£22,000.00		£43,000.00		£22,000.00	
				Total Capital 25/26	Total Revenue 25/26	Total Capital 26/27	Total Revenue 26/27	Total Capital 27/28	Total Revenue 27/28	On-going annual revenue costs
Total funding requests				£720,000.00	£59,000.00	£416,000.00	£63,000.00	£0.00	£22,000.00	£8,500.00

Totals for all Years	
Capital	£1,136,000.00
One off revenue	£144,000.00
Ongoing annual revenue	£8,500.00

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REPORT of DEPUTY CHIEF EXECUTIVE

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

STRATEGIC ASSETS WORKING GROUP BUSINESS CASES

1. PURPOSE OF THE REPORT

- 1.1 The Strategic Assets Working Group (SAWG) has been established since March 2024. Over the course of several meetings the SAWG has requested officers develop a number business cases for investment and development projects across its estate. This report provides the background for one of these projects that are based in Maldon's Promenade Park. A detailed business cases is attached at **APPENDIX 1** for Members to consider.

2. RECOMMENDATION

That the business case "Promenade Park Museum and Visitors Centre" (attached at **APPENDIX 1**) is considered with £48k funding agreed to progress the project through a concept design and stakeholder engagement stage.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council has recently developed its Management Plan for Promenade Park in Maldon (the Plan), our flagship open space which attracts some 500,000 visitors a year. The Promenade Park Management Plan is the subject of a separate report on the agenda for this meeting (please see Agenda Item 10).
- 3.2 The aim of the Management Plan is to set out the Council's vision for the park and outline how it will maintain and manage the park in the short to medium term (two to five years). This approach will create a framework to support decision making and delivery of the Council's other policies and strategies, such as the Commercial Strategy, Events Strategy and Asset Management Strategy.
- 3.3 The Plan has been written as a working document to ensure that Promenade Park continues to be maintained and enhanced to meet the needs and expectations of the local community and visitors to the area. However, it will also form the foundations for a future Strategic Plan that will set out the longer-term vision and aims for the Promenade Park through a Culture and Heritage Strategy.
- 3.4 This report seeks Member approval for funding to deliver the first stage for one of the longer-term Projects in the Management Plan (as detailed in **APPENDIX 1**). This will allow for concept design options to be drawn up and made available for Members review and wider stakeholder engagement. The specification for the varying concept designs will be compiled collaboratively with the SAWG who will be informed of progress throughout the concept design phase.

- 3.5 The longer-term strategic projects are aligned with recent customer feedback and will look to deliver outcomes originally identified in the 2017 Central Area Masterplan (CAMP). This project will involve initial concept designs being completed and assessed before any investment into the building works commences. By modernising the building, it is anticipated that this will benefit the community, visitors, and the local economy by increasing tourism in the area.
- 3.6 The Promenade Park Museum and visitors centre proposal (**APPENDIX 1**) will deliver a series of costed designs and build feasibility with an aspiration to develop and extend the existing museum building into a multi-purpose building proving a visitors' centre, museum and tourism information at one location with the potential to deliver a café and/or restaurant within the same building. This would provide a commercial tenant as well as indoor and covered seating for eating and drinking. Currently this is absent from Promenade Park but featured highly during the Council's recent customer engagement.
- 3.7 The concept design proposal has a detailed business case indicating the likely costs, timescales and benefits and are attached at **APPENDIX 1**.
- 3.8 A separate report requesting approval of the Promenade Park Management Plan and the short to medium term projects has been brought forward for consideration by this Committee.

4. CONCLUSION

- 4.1 Significant work has been undertaken to develop a clear Management Plan for Promenade Park, which clearly sets out; where we are, where we want to be, and how we get there. The plan reflects the strong public feedback received, and the action plan reflects the areas of priority that the public has identified.
- 4.2 This report seeks Member approval to proceed with the concept design stage for the Promenade Park Museum as set out in **APPENDIX 1**.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Supporting our communities

- 5.1.1 Investing in parks and open spaces offer numerous benefits to communities within the district including health and wellbeing, social interaction, environmental benefits, heritage and culture as well as boosting the local tourism economy by attracting visitors to our district. The concept design will be the first step in the process for future investment into the building

5.2 Investing in our District

- 5.2.1 Investing in our assets to update and install leisure equipment and improvements to our parks and open spaces: The adoption of the Promenade Park Management Plan and approval of projects identified within this will deliver significant benefits to residents and visitors to our parks and open spaces. This will deliver improved facilities for a wide demographic across the district as well presenting the Council with an opportunity to deliver financial income from some of the projects and events that the park will deliver in the future.

5.3 Growing our economy

- 5.3.1 Continuing to deliver the UK Shared Prosperity Fund and Delivering the Maldon District Tourism Group action plan: Investment across the council's asset estate will be partially delivered by UK Shared Prosperity Fund which will achieve tourism objectives encouraging an increase in visitor numbers that stay longer and spend more within the district.

5.4 Protecting our environment

- 5.4.1 Taking steps to reduce the Council's carbon footprint and helping to reduce waste and recycle more. Through the delivery of these projects the Council will ensure that waste reduction, efficiency and increased recycling opportunities are built into our procurement approach and future contract arrangements.

5.5 Delivering good quality services.

- 5.5.1 Continuously listen and strive to improve the customer experience: investment across our park will ensure our services across our parks and open spaces become increasingly accessible and inclusive to residents and visitors providing a range of experiences through our attractions and events.

6. IMPLICATIONS

- (i) **Impact on Customers** – Investment across our parks and open spaces estate will have a positive impact on our customers. As part of the Promenade Park Management Plan process customer feedback has been sought with an action plan and projects based on the feedback provided by our customers. On-going customer engagement will continue at regular intervals as set out in the Plan.
- (ii) **Impact on Equalities** – Investing in parks and open spaces can have a profound impact on social equality. Parks and open spaces play a key role in creating healthier, more equitable communities.
- **Improved Health and Well-being:** Access to parks and green spaces promotes physical activity, reduces stress, and improves mental health.
 - **Economic Opportunities:** Improvements to our Parks can be a catalyst for economic growth by attracting businesses and investment.
 - **Social Cohesion:** Parks and open spaces often serve as common spaces where people from diverse backgrounds can interact as a community
 - **Equitable Access:** Investing in our parks and open spaces can help ensure that all communities, regardless of socioeconomic status, have access to good quality green spaces.
- (iii) **Impact on Risk (including Fraud implications)** – The primary risks associated with these projects are associated with the project management principals of time, cost and quality. With adequate resource allocated the project risks will be identified and mitigated via the project lifecycle. The fraud implications will be minimal by following the Council's Procurement Policy for any external resource that is required.

- (iv) **Impact on Resources (financial)** – The financial impact to the Council is £48k for the concept design phase. It is anticipated that budget will be allocated via the Council's reserves.
- (v) **Impact on Resources (human)** – It is anticipated that the concept design phase will be delivered with existing resource and specialist services (e.g. architects) brought in to progress the project.
- (vi) **Impact on Devolution / Local Government Reorganisation** – At this time the project scope is to deliver costed design options for Members to consider. It is not anticipated that this phase and the costs associated will have any impact on devolution or the local government reorganisation but if the project continues into the delivery phase, then allocation of budget may come under scrutiny ahead of any changes to the Council's structure.

Background Papers

Promenade Park Management Plan – (Attached as Appendix 1 to Agenda Item 10 on the agenda for this meeting)

[Maldon and Heybridge Central Area Masterplan](#)

Enquiries to: Steven Butcher, Commercial Manager.



Maldon District Council - New Project, Programme or Portfolios

Business Case

Project Title:	Prom Park Museum Development
Project Sponsor:	Paul Dodson
Project Manager	To Be Confirmed (TBC)
Is this Project Private & Confidential?	Yes
Expected project duration:	12 months

1.	REASON FOR CHANGE
1.1	Summary of Key Issues or opportunity
	<p>Maldon District Councils Central Area Masterplan (CAMP) 2017 identified the opportunity to create new visitor attractions within Maldon's Promenade Park and Hythe Quay. This was identified via the intermediate study and support was given to providing a new regional restaurant (providing much needed under cover seating) which could be combined with a visitor centre and destination point.</p> <p>In addition to the above CAMP identified a Maritime Heritage Centre could be developed in Maldon's historical Hythe Quay.</p> <p>The visitor centre would act as a multi-use hub for the town's attractions as a whole and for community functions. This destination hub would provide a focus for tourists, telling the story of the town and providing orientation to the series of sites of interest around the town. Such a centre could include interpretation and orientation for the Battle of Maldon AD991 designated site and Northey Island to support the National Trust's strategy for these important but sensitive assets. A multi-use hub will include exhibition and conference space, food and drink offer, associated retail, evening uses and community functions.</p> <p>A new restaurant will play a major role in underpinning the business case for such an investment. A new, high quality, small scale but specialist restaurant could build on Maldon's already strong links with food and has the potential to increase the profile of the town and attract new visitors to this part of the centre.</p> <p>Hythe Quay has been the home to Maldon's maritime community for over a thousand years and is the gateway to Maldon for vessels arriving from the sea. Linking the Promenade Park with the pubs, restaurants, and shops of Maldon High Street.</p> <p>The development of buildings at Hythe Quay will offer significant improvements to existing asset that will benefit a wide range of stakeholders;</p> <p>It will utilise the "old classroom" for community use and create space for events and educational purposes.</p> <p>It will enhance the quality of offering to tourists, leisure vessels and to the sailing community and create a unique space detailing Maldon's unique maritime heritage and association with Thames Barges.</p> <p>The "river bailiff's hut" is located in a prominent location within Hythe Quay and lends itself to development for commercial purposes. Potentially a food kiosk or retail unit enhancing options for residents and visitors when they visit the Quay.</p> <p>The location of the destination hub at the museum provides a direct link from Promenade Park to Hythe Quay and will promote cultural and heritage exploration and unique educational experiences across both sites as they benefit from the investment in these buildings. In addition to this the Council</p>

	<p>will benefit from new income streams created from these developments with a new restaurant and commercial/retail building being created for on-going retail income</p> <p>This business case sets out the concept design approach for the museum whilst the Hythe Quay buildings will be presented in a separate business case for members to consider</p>
1.2	<p>A brief description of the project or the change</p> <p>Single storey extension to side and rear of Prom Lodge (Museum building) to house...</p> <ul style="list-style-type: none"> • the new Visitors Centre • improved museum exhibition space • new indoor seated restaurant <p>There is also potential for the restaurant to have a small outdoor seating area to enable seasonal outdoor dining (likely kept to limited number in consideration of both impact to neighbouring buildings and existing food outlets already in the Park) to maximise opportunity to enjoy the Park setting.</p> <p>Evens at the concept stage the project will need to consider the end-to-end project and therefore the heritage of the Lodge and the Edwardian context of the Park setting will be key in the designs.</p> <p>The intention is that the full project would see the project through to fit out of the Museum and Visitors Centre – but <i>exclude</i> fit out of the restaurant which would be left for final fix by the Commercial occupant.</p> <p>As part of the concept design stage different schemes (at different build costs) will be presented for members to consider before a final option is agreed for outline business case.</p> <p>Officers suggest this business case is considered in conjunction with the <i>Hythe Quay Maritime Centre and River Bailiff Hut</i>. Maritime artifacts from the Museum's collection can then be rehoused at the Maritime Centre to connect the two sites.</p> <p><u>The intention of this project is to consider the following:</u></p> <ul style="list-style-type: none"> • Increase the use and financial viability of Prom Lodge building as a retained Council Asset and the asset's ability to deliver upon our Corporate Plan priorities. • Deliver the CAMP objective of having a Visitors Centre / Destination Hub within the Park to orientate visitors / tourists to the Park / town / District. • Reinstates the Parks gates and Lodge as the 'entrance' to the Park for orienteering around the Park and the area • Provide improved Museum exhibition space which doesn't require onsite staff (currently Museum run by volunteers and opening hours are restricted by availability- this can then be run by choice rather than need). • Provide a new indoor restaurant with seating for all season dining (not available elsewhere in the Park) which has specifically been raised via Public Consultation in recent surveys as well as via CAMP. • Improve the accessibility issues currently faced by the existing Museum building – ensuring the new extension is fully accessible and making modifications to the Lodge itself to ensure it is fit for its new intended purpose. • Strengthen the footfall connection between the High Street and the Park by creating a 'destination' at the Park gates. • Generate opportunity for nighttime economy with dining in the Park (subject to Planning and Park opening hours). • Enhance visitors' perception of Quality by providing quality, well maintained assets and facilities which will ultimately encourage longer stays and increase spending within the Park and our District. • Demonstrate that the Council listen to feedback from our stakeholders. • Reinforces Park branding. <p>The final project brief will have further input from the Strategic Assets Working Group.</p>

	<p><u>This business case is to fund the project for concept designs and stakeholder engagement only</u></p> <p>This scope of work will define the project brief, appoint a design team and develop a range of concept designs. These designs would then be used to run appropriate stakeholder engagement and consultation (Public and external bodies). Feedback received will then inform the next stage of the project should it progress further.</p> <p><u>The deliverables for this stage of the project are:</u></p> <ul style="list-style-type: none"> • Concept design • Stakeholder consultation <p><u>Proposed project budget for this phase is: £48,000</u></p> <ul style="list-style-type: none"> • This is on delivery of nine concept designs, member engagement and public consultation with the option to progress three designs to detailed design stage. • No surveys will be conducted as part of this phase • Contingency has been included to allow for changes to be made throughout the design phase. 		
1.3	Implications – positive and negative		
	<table border="1"> <tr> <td data-bbox="252 775 456 1099">Impact on Customers:</td><td data-bbox="456 775 1477 1099"> <p>Positive –</p> <ul style="list-style-type: none"> • Opportunity to be consulted upon a prospective project within the Park and contribute to its early development • Intended project expected to provide indoor seated restaurant for Visitors as recent visitor feedback has indicated • Improved museum attraction for leisure and education purposes • Providing a defined Park ‘welcome’ point and to assist visitors with Park orienteering and wayfinding. </td></tr> </table>	Impact on Customers:	<p>Positive –</p> <ul style="list-style-type: none"> • Opportunity to be consulted upon a prospective project within the Park and contribute to its early development • Intended project expected to provide indoor seated restaurant for Visitors as recent visitor feedback has indicated • Improved museum attraction for leisure and education purposes • Providing a defined Park ‘welcome’ point and to assist visitors with Park orienteering and wayfinding.
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1.4	Business Drivers (brief description on the applicable points)	
	Statutory	N/A
	Regulatory	N/A
	Mandatory	N/A
	Strategic	The project contributes towards delivery of the council's strategic objectives (see item 11) <ul style="list-style-type: none"> Investing in our District Growing Our Economy Supporting our communities
	Positive ROI	This phase of the project will not deliver a ROI.
2	BUSINESS OPTIONS	
2.1	Option 1	"Do Nothing" continue for the building to operate as a museum in its current format. <ul style="list-style-type: none"> This presents the council with an on-going maintenance liability. The museum continues to operate but lacks any significant investment to improve visitor numbers or generate income to off-set on-going expenses. The Asset continues to operate at a loss
	Option 2	Concept design & Stakeholder Consultation Maldon District Council (MDC) funds the concept design, review & consider options with feedback provided via public engagement and councillor forums. If a preferred design is identified this can be taken forward as a fully costed business case and can progress into the delivery phase of the project.
2.2	Recommended option	Option 2 Complete project as set out in 1.2
OPTIONAL TEMPLATE: Option comparison template.xlsx		
3	KEY DELIVERABLES (SMART) <i>For example; cleansed data, online payments, new service system</i>	
	Deliverable 1	Concept design approved (Design team appointed, site information/surveys completed, design developed and approved)
	Deliverable 2	Stakeholder consultation completed (Appointment of communication consultant, development of stakeholder map and consultation strategy, Engagement events held/feedback captured / Analysis conducted)
	Deliverable 3	Outline Business Case decision determined (Proposal for Next phase development / funding)
4	BENEFITS	
4.1	Financial Benefits	No direct return on investment for this phase
4.2	Non-Financial Benefits	<ul style="list-style-type: none"> Pride of Place Investment in our existing assets Encourage dwell time in Park Assets align/reinforce Parks branding Increase visitors' perception of quality within the Park
4.3	Dis-Benefits	1) Impact to existing food outlets as a result of a new, larger food establishment 2) Impact neighbouring residents/business as a result of increased footfall/parking 3) Potential impact to the newly installed Secret Garden playpark, Potential negative impact to the volunteer run Museum as a result of two curated exhibition sites
4.4	How these Benefits will be measured	Stakeholder surveys (tailored as necessary to specific groups) Group forums/121 meetings at start, during and end of process which will help MDC to measure success before and after and provide opportunity to identify improvements whilst project is in flight.

5	RISKS AND ASSUMPTIONS																																			
5.1	Risk and Response Plan	MANDATORY PLEASE COMPLETE: RISK MANAGEMENT PLAN TEMPLATE																																		
5.2	Assumptions	<ul style="list-style-type: none"> Capacity within existing MDC Resources to support project delivery in addition to Project Manager e.g. Parks, Assets, SPG, Commercial, Procurement, Corporate Leadership Team (CLT) etc. 																																		
6	FUNDING AND EXPENSES																																			
6.1	Funding	It is anticipated that this project will be funded from the council's transformation reserve as part of a portfolio of development projects for Maldon's Promenade Park (aligned with the prom park management plan)																																		
6.2	Expenses	<table border="1"> <thead> <tr> <th></th> <th>Design Options</th> <th>Final Design & building layout</th> <th>Stakeholder engagement and public consultation</th> <th>Contingency</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td>6,000</td> <td>5,000</td> <td>3,000</td> <td>2,000</td> <td>16,000</td> </tr> <tr> <td>Intermediate</td> <td>6,000</td> <td>5,000</td> <td>3,000</td> <td>2,000</td> <td>16,000</td> </tr> <tr> <td>High-end</td> <td>6,000</td> <td>5,000</td> <td>3,000</td> <td>2,000</td> <td>16,000</td> </tr> <tr> <td></td> <td>18,000</td> <td>15,000</td> <td>9,000</td> <td>6,000</td> <td>48,000</td> </tr> </tbody> </table> <p>The budget allows for approximately 9 concept designs to be drawn up with consideration for a final design in one of the 3 categories (budget, intermediate and High-end). In addition to the designs an allowance has been made for stakeholder engagement including public consultation (if required).</p> <p>A contingency of £6k provides for any issues arising.</p>						Design Options	Final Design & building layout	Stakeholder engagement and public consultation	Contingency	Total	Budget	6,000	5,000	3,000	2,000	16,000	Intermediate	6,000	5,000	3,000	2,000	16,000	High-end	6,000	5,000	3,000	2,000	16,000		18,000	15,000	9,000	6,000	48,000
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7	TIMESCALE																																			
7.1	Milestones	12month programme <ul style="list-style-type: none"> 2025: <ul style="list-style-type: none"> June (12): the Strategy and Resources Committee (S&R) approve Promenade Park Management Plan (PPMP) and investment plan (assume no Council approval required) Jun-Aug: Tender Process Jun-July: Initial stakeholder engagement Aug/Sept: Design Team onboarded Sept: <ul style="list-style-type: none"> Define Project Brief Oct: Design period/Stakeholder Consultation Planning Nov: Concept scheme developed (inc. High level Cost plan) 2026: <ul style="list-style-type: none"> Jan: Final designs approved Feb: Stakeholder engagement rollout Mar/Apr: Feedback analysis May: Member decision 																																		
Optional Template: Gantt Chart Template.xlsx																																				
8	STAKEHOLDERS																																			
8.1	List of Stakeholders	Elected Members Existing Prom Park Food outlets Park visitors Neighbouring residents Maldon High St/ neighbouring businesses Prom Park clubs/groups																																		

8.2	List of Departments	Communications Planning Procurement Communications/Press office SPD Assets Parks Service Delivery CLT															
Mandatory Please Complete: Stakeholder Checklist.xlsx																	
8.3	Have stakeholders been made aware of this potential project?	No Yes Members Working Group (Strategic Assets) Assets and Maintenance Coast and Countryside Planning Commercial Finance CLT															
9	REQUIRED RESOURCE																
9.1	Recruitment posts	TBC															
9.2	Internal	<i>List of who is required and if the internal resource contributions been agreed by managers?</i> <ul style="list-style-type: none"> • Commercial Manager • Commercial – Project Manager • Countryside and Coast Manager • Procurement Officer • Communications / Press Office • Parks Team • Asset Manager • Finance officer (project accountant) 															
9.3	External	<ul style="list-style-type: none"> • Architect • Quantity Surveyor • Structural Engineer • Heritage Consultant • Surveyors (various) • Communication Consultant 															
10	PROCUREMENT																
Do you need to undergo the procurement process?																	
<table border="1"> <thead> <tr> <th>Total Contract Value* (Whole Life Cost)</th> <th>Summary of requirement for contracts</th> <th>Engage Procurement ?</th> </tr> </thead> <tbody> <tr> <td>Under £5,000</td> <td>Obtain at least one written quote</td> <td>✗</td> </tr> <tr> <td>£5,001 to £50,000</td> <td>Obtain at least three written quotes (except where a contract or framework exists)</td> <td>✓</td> </tr> <tr> <td>£50,001 to UK Threshold</td> <td>Obtain at least three tenders following advertisement by public notice on Delta E-tendering Portal</td> <td>✓</td> </tr> <tr> <td>Value Above UK Threshold</td> <td>Formal Competitive tendering procedure including notice published in Find a Tender (FTS) via Delta E-Tendering portal (this will also publish on Contracts Finder)</td> <td>✓</td> </tr> </tbody> </table>			Total Contract Value* (Whole Life Cost)	Summary of requirement for contracts	Engage Procurement ?	Under £5,000	Obtain at least one written quote	✗	£5,001 to £50,000	Obtain at least three written quotes (except where a contract or framework exists)	✓	£50,001 to UK Threshold	Obtain at least three tenders following advertisement by public notice on Delta E-tendering Portal	✓	Value Above UK Threshold	Formal Competitive tendering procedure including notice published in Find a Tender (FTS) via Delta E-Tendering portal (this will also publish on Contracts Finder)	✓
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<p>It is best to start engaging with the procurement manager as soon as possible.</p> <p>Information about procurement can be found HERE</p>																	

11	HOW THIS PROJECT SATISFY OUR CORPORATE OBJECTIVES	
	Supporting our communities	<ul style="list-style-type: none"> • Providing improved premises for the Museum and secure longevity at their chosen location within the park.
	Investing in our district	<ul style="list-style-type: none"> • Investing in the Parks assets for long term use • Modernising an asset to ensure it remains fit for purpose and meets our stakeholders needs • Providing another Commercial opportunity which will be supported by local people who will be needed to staff, cater and service the premises once operational
	Growing our economy	<ul style="list-style-type: none"> • To enhance visitors' experience and contribute to their perception of quality which will encourage longer stays and increase spending within the park.
	Protecting our environment	<ul style="list-style-type: none"> • Using environmentally considerate materials • Being mindful of impact on the ecology within the park and taking action to protect this
	Delivering good quality services	<ul style="list-style-type: none"> • Investing in the Parks assets for future use • Modernising our assets to ensure they remain fit for purpose

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REPORT of CHIEF FINANCE OFFICER

to
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025

PROVISIONAL OUTTURN 2024 / 25

1. PURPOSE OF THE REPORT

- 1.1 To provide Members of the Committee with the Provisional Outturn position for the revenue and capital budgets for the year ended 31 March 2025.
- 1.2 To inform Members of movements in relation to the Council's General Fund and Earmarked Reserves and request carry forward of revenue and capital commitments into 2025 / 26.
- 1.3 This matter is brought forward for consideration with the agreement of the Chairman as the Council needs certainty on the available budgets for 2025 / 26 to be able to carry out its operations in a timely manner.

2. RECOMMENDATIONS

- (i) That
 - (a) the Provisional Outturn position for the 2024 / 25 revenue budget as detailed at **APPENDIX 1** be noted along with reasons for significant variances;
 - (b) the £853k surplus be transferred to Local Government Reorganisation (LGR) (£500k) and Transformation (£353k) Reserves;
 - (c) the Chief Executive be granted delegated authority in consultation with the Chairperson of this Committee to apply funds from the Reserves detailed in (c) above, with any such decisions then being openly communicated to the Strategy and Resources Committee (S&R) through routine reporting at the earliest opportunity.
- (ii) That the revenue commitments detailed in **APPENDIX 2** be approved to be brought forward into 2025 / 26;
- (iii) That the movements in earmarked reserves in **APPENDIX 3** be approved;
- (iv) That the Provisional Outturn position for the 2024 / 25 capital budget in **APPENDIX 4** be noted and the proposed capital commitments be approved to be brought forward into 2025 / 26;
- (v) That the requests for 2025 / 26 capital and revenue budgets be updated with proposed amendments in **APPENDIX 5**, to be funded via various sources of fund.

3. SUMMARY OF KEY ISSUES

3.1 The Provisional Outturn report provides financial results for the Council for the year ending 31 March 2025. It shows performance against the original budget agreed by the Council in February 2024 including subsequent approved amendments and is used for management purposes. The annual Statement of Accounts is prepared for statutory reporting purposes.

3.2 The statutory deadline for the publication of the draft Statement of Accounts 2024 / 25 is 30 June. However, this Council is keen to get back to the usual cycle of publishing its draft accounts promptly and has published the Statement of Accounts 2024 / 25 on 30 May 2025. The figures set out in this 2024 / 25 Provisional Outturn report are therefore subject to audit.

3.3 2024 / 25 Final Budget

3.3.1 The final revised service budget for 2024 / 25 was £12.900m. This was based on the original budget approved by the Council in February 2024 and subsequent approved amendments, as summarised in Table 1 below.

Table 1 – 2024 / 25 Budget Movement Reconciliation

Description	Amount £'000
Original 2024 / 25 Service Budget	12,453
Revenue Commitments brought forward from 2023/24	816
Approved Supplementary estimates (S&R Report on 13 March 2025)	(760)
Approved Use of Earmarked Reserves	391
Final 2024 / 25 Service Budget	12,900

3.4 2023 / 24 Provisional Outturn

3.4.1 The outturn against budget is marked as 'provisional' as it is subject to the review of the 2024 / 25 Statement of Accounts by the external auditor. It is possible that some recommendations yet to be made by the auditor may impact the outturn position. If that happens, a revised report will be provided to the Committee. Currently, no material changes are anticipated.

3.4.2 Table 2 below is an overview of the 2024 / 25 provisional outturn position. After the proposed revenue commitments to be carried forward into 2025 / 26 and the proposed movements in earmarked reserves, the net outturn of £853k will go towards Earmarked Reserves.

3.4.3 The outturn position will be reviewed by officers and any necessary changes to the 2025 / 26 budget arising from this will be brought to a future meeting of S&R.

Table 2 – 2024 / 25 Provisional Outturn

	Final Budget £'000	Provisional Actuals £'000	Provisional Variance £'000
Net Cost of Services	12,900	12,680	(220)
Investment Income	(1,000)	(1,338)	(338)
Total	11,900	11,342	(558)
Less Funding and Transfers from Reserves	(12,403)	(12,698)	(295)
Net outturn	(503)	(1,356)	(853)

- 3.4.4 Detail of the variances attributed to the £853k underspend are detailed in **APPENDIX 1**.
- 3.4.5 The outturn position takes into account revenue commitments, where underspends in year have occurred but need to be carried forward into the next financial year to fund expenditure commitments. These are shown in **APPENDIX 2**.
- 3.4.6 The impact on the general fund balance as a result of the provisional 2024 / 25 outturn is shown in Table 3 below.

Table 3 – General Fund Balance

	£'000
Opening General Fund Balance	7,260
Budgeted transfer	503
Transfer from Earmarked Reserves	873
Closing General Fund Balance	8,636

- 3.4.7 Table 3 shows that the general fund balance remains above the minimum recommended level of £2.6m. A minimum level of general reserves is set to ensure the Council has the financial resilience to respond to emergencies and unforeseen events such as the current pandemic. However, if it did fall below the minimum level it would need to be replenished in future years.

4. EARMARKED RESERVES

- 4.1 The Council holds a number of earmarked reserves for specific purposes. Movements on these reserves during 2024 / 25 are detailed in **APPENDIX 3**. Drawdowns totalled £1.405m during 2024 / 25, with transfers into the reserves of £3.915m. There is a total transfer of £0.873m to the General Fund. Earmarked Reserves balances as at 31 March 2025 are £6.570m. This is a net increase of £1.637m from 1 April 2024.

5. 2024 / 25 PROVISIONAL CAPITAL OUTTURN

- 5.1 The Council's approved revised budget for capital programme was £8.158m in 2024 / 25. During the year £6.913m was spent, leaving a net capital programme underspend of £1.244m. Of this, a total carry forward into 2025 / 26 of £1.132m is requested. Projects that overspent were either funded through additional grant or offset by underspending projects.
- 5.2 The capital programme outturn with requested carry forwards is detailed in **APPENDIX 4**, alongside reasons for the slippage during 2024 / 25.

6. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

6.1 Delivering good quality services.

- 6.1.1 Regular reporting and monitoring of the Council's financial position is a key control in ensuring the Council makes the best use of its resources and is able to make informed decisions to support our residents.

7. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None directly.
- (iii) **Impact on Risk (including Fraud implications)** – This is an outturn report stating the provisional financial position for 2024 / 25. There is a risk that these figures may change once the 2024 / 25 accounts are finalised and audited.
- (iv) **Impact on Resources (financial)** – There was a surplus of £853k against the final budget in 2024 / 25 leaving the general fund balance standing at £8.636m, which is above the agreed minimum level of £2.6m.
- (v) **Impact on Resources (human)** – None directly.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None.

Background Papers: None.

Enquiries to: Ben Jay, Chief Finance Officer.

Provisional Outturn FY24/25	Final Budget £'000	Actuals £'000	Variance £'000	Notes
Place & Community	4,061	4,068	7	Overspends include Temporary Accommodation (£220k) and capital project costs required to be charged to revenue (£101k). These were offset by a range of smaller underspends.
Customer Services & Operations	1,811	1,513	(298)	£150k underspend against on grant funded activity (funding carried forward to the new financial year). Town centre car parks income higher than anticipated (also c£150k).
Planning & Implementation	1,583	1,223	(360)	Increased income from development fees £247k and planning fees c£34k.
Director of Service Delivery	265	294	29	Overspends include travel and recruitment costs.
Total Service Delivery	7,720	7,098	(622)	
CFO Directorate	3,039	3,209	170	Legal fee budget was overspent due to costs of leisure services contract advice, plus some salary costs where interim staff were required. Following recent recruitment, permanent staff have been appointed.
Chief Executive Directorate	978	1,099	121	Largely due to interim support costs across some posts, reflected in budgets set for the new financial year.
Resources	728	888	160	Majority of overspend related to charges incurred over system maintenance.
Programmes, Performance and Governance (inc Legal)	344	314	(30)	Underspend due to lower than anticipated levels of spending on miscellaneous costs e.g. mileage, training & conferences.
Strategy, Partnerships and Communications	91	72	(19)	Underspend due Active Maldon project underspend during the year (some delivery delayed).
Total Strategy and Resources	5,180	5,582	402	
Net Cost of Services	12,900	12,680	(220)	
Non-Service				
Investment Income	(1,000)	(1,338)	(338)	Higher returns than originally budgeted due to changes in global macroeconomic performance and resulting changes to interest rates.
Total	11,900	11,342	(558)	
Rental Income	0	(147)	(147)	
Government Grant Income	(1,322)	(1,321)	1	
Council Tax Income	(6,222)	(6,221)	1	
Business Rates Income	(6,712)	(6,909)	(197)	Additional S31 Business Rates Grant received
MRP Charge	0	14	14	
Transfer to Earmarked Reserves	1,853	1,886	33	Excludes Agreed Drawdowns & Service Carry Forwards (£229k)
Transfer to General Fund	503	503	0	
Net Outturn for the Year	0	(853)	(853)	£500k transferred to LGR Earmarked Reserve and £353k transferred to Transformation Reserve

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Directorate	Name of Project	Type of Expenditure	Budget £'000	Reason for Commitment
Strategy & Resources	Communications Marketing and Engagement	Purchases	11,800	Purchase of licences for social value software, Corporate branded items & UKSPF delivery
Strategy & Resources	Training	Staff Training	9,400	Training started in 24/25 to be completed in 25/26 and training that was unavailable until 25/26
Strategy & Resources	Election Management	District election c/f	5,900	Residual annual budget to carry forward to cover costs of full district elections every 4 years (next one 2027).
Strategy & Resources	Democratic Representation & Mgt	Members Training	3,600	Training started in 24/25 to be completed in 25/26
Strategy & Resources	Committee Services	Training	1,100	Training started 24/25 to be completed in 25/26 and work scheduled from available budget, but product to hire not available until May 25
Service Delivery	Cemeteries	Feasibility study	48,600	Feasibility study delayed due to complications related to planning application. Will be required once planning issue resolved
Service Delivery	Street Cleansing	Street Furniture	16,900	Final part of the project for installation of cast iron bins.
Service Delivery	Public Conveniences	Property Maintenance	15,000	Repairs and Renewals project, currently in the tender process. Works will be completed in quarter 1 of 2025/26
Service Delivery	Environmental Protection	Climate Action	13,500	EV strategy, signage and equipment for HMCAP and Raingardens promotional booklet. Further assistance with detailed solar feasibility and technical help with development of CAS and CAP
Service Delivery	Other Parks & Open Spaces	Tree Surgery	5,900	Carry over of outstanding budget for tree works for the 25/26 period. Unspent during 24/25 however due to minimum budgets in 25/26 the additional budget is essential to ensure legal compliance is met. Contract in place with ECC.
	TOTAL		131,700	

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Reserves

Reserve	Balance 1 April 2024	Transfers In	Transfers Out	Inter- Transfer	Balance 31 March 2025	Purpose
	£'000	£'000	£'000	£'000	£'000	
Revenue Commitments Reserve						
Revenue Budget Commitments	(659)	(132)	816	(158)	(133)	This reserve exists to smooth out the timing differences between the timing of estimated and actual expenditure.
Other Earmarked Reserves						
Transformation Reserve	(795)	(492)	360	0	(927)	To fund one-off costs used to secure ongoing efficiency savings or service cost reductions/income generating projects.
Triennial Pensions Payment	(725)	(120)	0	605	(240)	To provide a reserve to enable the Authority to forward fund the required pension fund contributions in 2023 and 2026 (fund assets and liabilities are reviewed externally every 3 years).
and LDP review	(674)	0	168	0	(506)	Money has been put aside from unspent budgets to support the creation and adoption of the delayed LDP.
Local Government Reorganisation	0	(500)	0	0	(500)	For LGR and related costs.
Revenues & Benefits	(468)	0	0	0	(468)	Various Grants - new Burdens, VEP, Transition - May be used to fund F&C provision, if vacancies are recruited to.
Council Tax and Business Rates equalisation	(260)	(2,671)	0	0	(2,931)	This reserve is to counter the timing differences in Council Tax and Business Rates funding.
Repairs & Renewals Fund	(165)	0	3	0	(162)	To provide funds to support additional revenue / capital costs arising from the need to maintain the Council's Asset base.
Corporate Delivery	(127)	0	3	0	(124)	Set aside to assist in funding corporate priorities.
Electoral Registration	(121)	0	0	0	(121)	To provide a reserve to enable the Authority to forward fund the District Elections every 4 years and By-Elections when they occur.
Community Housing Fund Grant	(104)	0	11	0	(93)	Reserve to support Community-led housing delivery. Objective is to help deliver affordable housing aimed at first time buyers.
Domestic Abuse Grant	(84)	0	0	0	(84)	To support domestic abuse victims - funds DA post

APPENDIX 3

Community Safety	(78)	0	3	0	(75)	Reserve set aside to fund Community Safety activities.
Homeless Reduction Act Grant	(57)	0	0	0	(57)	Reserve set up to use three years of grant funding for Homelessness Reduction Officer. Funds RSI post
Insurance liability	(51)	0	0	0	(51)	To cover its liabilities under policy excesses, finance any claims for small risks not insured externally and cover any future liability from winding up of Municipal Mutual Insurance.
Economic Development	(38)	0	8	0	(30)	Reserve set aside to support economic development activities in the District.
Sports Development	(31)	0	0	0	(31)	Reserve set aside to fund Sports Development activities.
Neighbourhood Plan Applications	(29)	0	0	0	(29)	To provide funding for preparation of Neighbourhood Plans
Feasibility Studies	(18)	0	18	0	0	Funds set aside for cost incurred in studying the feasibility of various commercial projects.
Community Sports Network/Health & Wellbeing	(15)	0	15	0	0	Various grant funds
Heritage Projects	(8)	0	0	0	(8)	The Council gives grants in support of environmental initiatives and historic buildings.
UKSPF Match Funding	0	0	0	0	0	Approved by Council - individual projects will be assessed before budget is released.
Dredging / Desilting	0	0	0	0	0	Annual contribution from revenue for future liabilities
Extended Producer Responsibility (EPR) Grant	0	0	0	0	0	To fund additional business activities relating to EPR/simpler recycling
Leisure Repairs & Maintenance	0	0	0	0	0	Sinking fund for any repairs and maintenance costs the Council is liable for
Reserves to be closed and balance moved into the General Fund Balance						
Income & Expenditure Equalisation	(246)	0	0	246	0	Reserve for smoothing unanticipated changes in the profile of income or expenditure.
HMLR Project	(153)	0	0	153	0	Project complete. Funded from various grants - New Burdens and Transition grants.
Waste Contract Implementation	(15)	0	0	15	0	Money set aside towards the procurement and mobilisation of the new waste contract.
Business Continuity	(10)	0	0	10	0	To provide funding for emergency requirements such as salt, sand bags or other business continuity requirements.

APPENDIX 3

Community Grants	(1)	0	0	1	0	Residual Budget - to be funded via GF or Revenue Commitments. No longer needed.
FDO external funding from Plume	(1)	0	0	1	0	Specific external funding towards the post of Football Development Officer. To be funded via GF Balance.
Total Earmarked Reserves	(4,933)	(3,915)	1,405	873	(6,570)	
General Fund Balance	(7,260)	(503)	0	(873)	(8,636)	Main General Fund Reserve - also where surplus/deficit is transferred to at year end.
TOTAL GF RESERVES	(12,193)	(4,418)	1,405	0	(15,206)	

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Appendix 4 : Capital Programme 2024/25

Project Title	Original Budget	Brought Forward from Prior Years	In-Year Changes	Revised Budget	Capital Outturn	Forecast Variance Against Revised Budget	Request to Carry Forward to Future Years	Comments
	2024/2025	2023/24	2024/25	2024/25	2024/25	2024/25	2025/26	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Vehicle & Plant Replacement								
Waste Vehicles		3,969	0	3,969	3,941	(28)		Cost of vehicles lower than original budget estimate
Trimas Pegasus - Grass cutting machine	35		0	35	31	(4)		Cost of vehicles lower than original budget estimate
John Deere Gator Vehicle replacement	30		0	30	30	0		
Information & Communication Technology			0	0		0		
PC and Printer Replacement Programme	47		0	47	41	(6)		Underspend in the year
Car Parking			0	0		0		
White Horse Lane resurfacing		77	0	77		(77)	77	The project has been delayed and a request has been put forward to carry this budget in 2025/26
Butt Lane subsidence repairs		60	0	60		(60)	60	The project has been delayed and a request has been put forward to carry this budget in 2025/26
Parks			0	0		0		
Proscenium Park Amphitheatre Strengthening	85		28	113	95	(18)	18	The work is on-going and nearing completion. A request has been put forward to carry this budget in 2025/26 to complete the project.
Coachanger – Decommission garages	35		(18)	17		(17)		The expenditure was treated as Revenue expenditure, the budget was vired to the Ampitheatre project
Seawall and Coach Park toilets – replacement lighting	12		0	12		(12)		The expenditure was treated as Revenue expenditure
Maiting Play surfacing for 4 sites	75		0	75	75	0		
Longfields pathways tarmacing	45		0	45		(45)	45	Project delayed. A request has been put forward to carry this budget in 2025/26
Remembrance Avenue – Road resurface.	32		0	32	25	(7)		
New Accessible Playsite		93	0	93		(93)	93	The project is being evaluated and designed. A request has been put forward to carry this budget in 2025/26.
Splashpark Element (Year 3)		30	0	30	20	(10)	10	The project was for pumps and meters at the splashpark. A request has been put forward to carry this budget in 2025/26 to contribute towards the pumps.
Brickhouse Farm			0	0		0		
Scout Hut – New flooring	36		(10)	26		(26)	26	The work started in April 2025 due to access into the Scouthut. A request has been put forward to carry this budget in 2025/26. £10k was vired to the Ampitheatre project in 24/25.
St Georges Play Site – Equipment renewal relocation and installation	17		0	17		(17)		The expenditure was treated as Revenue expenditure
Leisure			0	0		0		
Blackwater Air Handling unit		47	0	47		(47)		This project is no longer going ahead
Changing places - Blackwater leisure centre			0	0	73	73		Project complete with a £4k overspend
New Leisure Centre Facilities				0		0		
Rivers			0	0		0		
New Navigation buoys	14		0	14	14	0		
Burnham on crouch Houseboats berth		102	0	102		(102)		This project is no longer continuing so underspent in 2024/25
Burnham On Crouch Pontoon			130	130	106	(24)		The project is complete with a £24k underspend.
Cemeteries			0	0		0		
Renovation of garden of remembrance	10		0	10		(10)		The expenditure was treated as Revenue expenditure

APPENDIX 4

Play Equipment			0	0		0		
Prom Park - The Valley - Play Galleon		226	0	226	226	0		
District accessibility - BOC Accessible Play			120	120	120	0		
Play Equipment Prom Park Sensory		100	10	110	111	1		
Play Equipment (s106 Funded)			0	0		0		
Riverside Park - Skate Park Equipment and Surface		140	0	140		(140)		Project not be continuing
Maldon Skate Park/BMX Track refurbishment Resurfacing	500		117	617		(617)	617	Project will be delivered between June and August 2025. A request has been put forward to carry the budget into 2025/26
Riverside Skate Park Equipment and Surface	186		0	186		(186)	186	Project will be completed by June 2025. A request has been put forward to carry the budget into 2025/27
West Maldon skate park / BMX track	50		0	50	50	0		
Community			0	0		0		
Community Supermarket NRS				0	9	9		UKSPF Funded
Cost of living – Mobile Community Supermarket CAP			5	5	5	0		
ukspf Seating for open spaces				0	34	34		UKSPF Funded
Lower High Street Improvements CAP			60	60	58	(2)		UKSPF Funded
Men's Shed Relocation		58	87	145	155	10		Project complete overspent by 10k
REPF Funded Projects			409	409	409	0		
Lighting for youth facilities			30	30		(30)		Project delayed funding carried into 25/26
Waste				0		0		
Food Waste Bins				0	4	4		Capital grant from DEFRA funded new waste bins
Housing			0	0		0		
Mandatory Disabled Facilities Grants	539		0	539	665	126		Spend was higher than budget, additional grant was received in year
Stephens House		539	0	539	540	1		Property purchased project complete
Stephens House refurbishment					76	76		Refurbishment of Stephens house project overspent
						0		
Total Capital Programme	1,748	5,441	968	8,157	6,913	(1,244)	1,132	
Funding								
Capital Receipts Applied	473	446		919	505	(414)	192	Not all unspent budgets have been requested to carry forward some underspends are due to expenditure being treated as revenue
s.106 Funded	736	292	117	1,145	333	(812)	803	S106 Projects to be carried forward
Disabled Facilities Grant	539	0		539	665	126	0	
Capital Grants	0	734	851	1,585	1,469	(116)	137	Car Parking projects funded by SEPP
Internal Borrowing	0	3,969		3,969	3,941	(28)	0	
Total Funding	1,748	5,441	968	8,157	6,913	(1,244)	1,132	

Revised Budgets

APPENDIX 5

Supplementary Estimate requests

Amount (£)	Revenue/Capital	Budget	Detail	Funding Source
60,000	Capital	Oaktree meadow fencing and surfacing	Additional budget required due to increased costs of materials and labour	Capital Receipts
50,000	Revenue	Chief executive team	Make executive positions permanent	General Fund
49,500	Capital	Prom Park Amphitheatre strengthening	Rendering, new coping slabs, drainage and safety fencing.	Capital Receipts
159,500	Committee Approval Required			
16,000	Capital	Blackwater leisure centre roof safety system	A new roof safety system at the Blackwater Leisure Centre	Capital Receipts
5,000	Revenue	Rivers - Property Maintenance	Required to fund removal of four boat wrecks situated in the River Blackwater	General Fund
2,500	Capital	Vehicle Maintenance	To fund additional cost of maintenance vehicle	Capital Receipts
23,500	Approval delegated to Officers (details shown for information)			

Use of Reserves

Amount (£)	Revenue/Capital	To be funded by - Reserve	Detail
60,000	Capital	Capital Receipts	Oaktree meadow - Additional budget required due to increased costs of materials and labour
49,500	Capital	Capital Receipts	Prom Park Amphitheatre - Rendering, new coping slabs, drainage and safety fencing.
109,500	Committee Approval Required		
16,000	Capital	Capital Receipts	Blackwater leisure centre - A new roof safety system at the Blackwater Leisure Centre
12,000	Revenue	Transformation reserve	To fund a fixed term post for a Legal support caseworker.
5,000	Revenue	LG Reorganisation	Work relating to the Local Government re-organisation
2,500	Capital	Capital Receipts	To fund additional cost of maintenance vehicle

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