

18 March 2026



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APOLOGIES: Committee Services
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CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

COUNCIL

on **THURSDAY 26 MARCH 2026** 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 submit a question in writing or attend in person please complete a [Public Access form](#) (to be received no later than 12noon two clear working days before the Council meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Chief Executive



AGENDA COUNCIL

THURSDAY 26 MARCH 2026

1. **Chairperson's notices**

2. **Apologies for Absence**

3. **Minutes - 12 February 2026** (Pages 5 - 28)

To confirm the Minutes of the Council meeting held on 12 February 2026 (copy enclosed).

4. **Declaration 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 Questions**

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon two clear working days before the day of the Council meeting).

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

6. **Chairperson's Announcements**

7. **Meetings of the Council**

To note that since the last Council, up until Wednesday 18 March 2026 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

South Eastern Area Planning Committee	11 February 2026
District Planning Committee	25 February
Overview and Scrutiny Committee (meeting as the Crime and Disorder Committee)	26 February
Performance, Governance and Audit Committee	12 March

8. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**

9. **Terms of Reference - Strategic Housing Working Group** (Pages 29 - 36)
To consider the report of the Strategic Housing Working Group, (copy enclosed).
10. **Devolution and Local Government Reorganisation** (Verbal Report)
To receive a verbal update from the Chief Executive.
11. **Culture and Heritage Update** (Pages 37 - 44)
To consider the report of the Chief Executive, (copy enclosed).
12. **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 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.
13. **Outline Business Case for Maldon Museum Extension Project** (Pages 45 - 48)
To provide Members with confidential information necessary to inform the public report at Agenda Item 15.

This information must be considered in private as it includes commercial sensitive information.
14. **Resumption of Business in Open Session**
To continue in open session with the business of the Council.

Members of the press and public will be readmitted at this point.
15. **Outline Business Case for Maldon Museum Extension Project** (Pages 49 - 198)
To consider the report of the Chief Executive, (copy enclosed).

Please note: Background Paper B12 contains exempt information and will be considered in private session at Agenda Item 13 pursuant to Paragraph 3 of Schedule 12A.
16. **Questions to the Leader of the Council in accordance with Procedure Rule 1 (3)(m)**
17. **Business by reason of special circumstances considered by the Chairperson to be urgent**
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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

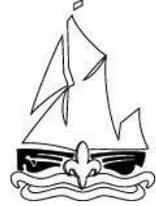
Please be advised of the different levels of flooring within the Council Chamber.

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.



**MINUTES of
COUNCIL
12 FEBRUARY 2026**

PRESENT

Chairperson	Councillor K M H Lagan
Vice-Chairperson	Councillor R G Pratt
Councillors	M G Bassenger, V J Bell, J R Burrell-Cook, S Dodsley, J Driver, M F L Durham, CC, A Fittock, A S Fluker, L J Haywood, J C Hughes, A M Lay, W J Laybourn, S J N Morgan, C P Morley, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, W Stamp, CC, E L Stephens, J C Stilts, N J Swindle and M E Thompson

1. CHAIRPERSON'S NOTICES

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

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D O Bown, S J Burwood, K Jennings, M G Neall, S White and L L Wiffen.

3. MINUTES - 11 DECEMBER 2025

RESOLVED that the Minutes of the meeting of the Council held on 11 December 2025 be approved and confirmed.

4. DECLARATION OF INTEREST

Councillor J R Burrell-Cook declared a pecuniary interest in Agenda Item 7a – Minute Book: Strategy and Resources Committee - 29 January 2026 as he operated a public house. He noted that in respect of this item the implementation date shown on page 32 of the report pack was incorrect. In respect of Agenda Item 11 - North Essex Local Growth Priorities Councillor Burrell-Cook advised that he had been working with Gwyn Own on the growth priorities. This was noted.

5. PUBLIC QUESTIONS

There were none.

6. CHAIRPERSON'S ANNOUNCEMENTS

In accordance with Part 4 Rule 8(3) of the Constitution, the Chairperson advised that he would be suspending the need to stand.

The Chairperson advised that he would be changing the order of business and moving Agenda Item 11 - North Essex Local Growth Priorities up the agenda.

Members were asked to refrain from using keyboards and electronic devices during the meeting unless necessary as they were distracting.

The Chairperson advised that on behalf of the Council he had recently attending the national Holocaust memorial day at Rochford District Council. He advised this was a humbling and moving day and the importance of not forgetting the atrocities of the past.

7. MINUTE BOOK

At this point in the meeting and following his earlier declaration, Councillor J R Burrell-Cook left the meeting.

8. STRATEGY AND RESOURCES COMMITTEE - 29 JANUARY 2026

The Council considered the following recommendations coming forward from the Strategy and Resources Committee for consideration. These recommendations were presented to the Council by Councillor J Driver, Chairperson of the Strategy and Resources Committee.

Council Tax Support Scheme 2026 / 27

Councillor Driver advised that the Council agenda incorrectly referred to 2025 / 26. He then put the recommendations which were duly seconded and agreed.

RESOLVED

- (i) That the following changes to the existing schemes are approved:
 - a. a cost of living increase in line with the Department for Work and Pensions schemes be included in the Local Council Tax Support Scheme for 2026 / 27 for Pensioners only;
 - b. that any legislative changes being introduced to the Housing Benefit Scheme, for 2026 / 27 are mirrored in the Council's LCTS to ensure consistency;
- (ii) that these decisions have been made following Members careful reading of and regard to the Equality Impact Assessment at Appendix 1 to the Council agenda;
- (iii) that Members note the largely unchanged framework for the Hardship Provision at Appendix 2 to the Council agenda;
- (iv) that the Policy document at Appendix 3 to the Council agenda be approved.

Business Rate and Council Tax Discretionary Policies

RESOLVED

- (i) That subject to incorporation of the provisional amendments (set out in the Addendum report to the Strategy and Resources Committee on 29 January 2026 (Appendix 4 to the Council Agenda), the amended Policy for the granting of Discretionary Non-Domestic Rate Relief at Appendix 1 to the Council Agenda, to reflect updated Government guidance and legislation be approved;
- (ii) that the Director of Finance (S151 officer), in consultation with the Chairperson of the Strategy and Resources Committee, is granted delegated powers to consider and make minor technical amendments to the Policy for the granting of Discretionary Non-Domestic Rate Relief, in line with final Government guidance, as soon as reasonably practicable, to enable the award of this relief to eligible businesses;
- (iii) that minor amendments to the Empty Homes and Second Homes Premium Policy 2025 / 26 document at Appendix 2 to the Council Agenda be noted;
- (iv) that minor amendments to the Council Tax S13A (1) (C) Local Government Act 1992 Policy document at Appendix 3 to the Council Agenda be noted.

Councillor Driver reminded Members that the following recommendations coming forward from this Committee were not for consideration at this point as they formed part of the following Agenda Items:

Agenda Item 9 – 2026 / 27 Budget and Medium-Term Financial Strategy

- Medium-Term Financial Strategy;
- Proposed Budget 2026 / 27;
- Capital and Investment Strategy for 2026 / 27, Minimum Revenue Provision Statement 2026 / 27 and Treasury Management Strategy 2026 / 27.

Councillor J R Burrell-Cook returned to the chamber at this point.

9. MEETINGS OF THE COUNCIL

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 4 February 2026 for which Minutes had been published.

10. NORTH ESSEX LOCAL GROWTH PRIORITIES

The Council considered the report of the Chief Executive seeking Members' approval of the amended North Essex Council's (NEC) North Essex Local Growth Priorities document (the document) attached at Appendix 1 to the report.

Members were reminded that the Council had considered the document at its meeting on 11 December 2025, where it had been recommended that the document be deferred and sent back to the NEC to consider inclusion of the items raised, including St. Peter's hospital, tourism, specific transport and skills & training. Following this the Director of the NEC (Mr Gwyn Owen) had attended a Group Leaders meeting where

clarity on some of the content of the proposed plan was sought. The Director of the NEC agreed to incorporate this feedback and the revised document was now presented to the Council (Appendix 1) for consideration.

The Leader of the Council introduced the report and moved the recommendations set out in the report. These were duly seconded. The Head of Economic Development then provided further detail before introducing the Director of the NEC who gave a short presentation outlining the importance of having a unified North Essex position and how this would strengthen the strategic case for projects and increase the likelihood of securing transformative investment in the North of the county. He took Members through how their feedback had been taken on board and incorporated into the document and outlined the next steps.

Thanks were given to the NEC Director for the work he had undertaken to meet with Members and incorporate their feedback. The Council also gave its thanks to the Head of Economic Development for her work on this project.

The Chairperson then put the recommendations which were duly agreed by assent.

RESOLVED

- (i) That Members acknowledged the amendments made to the document further to feedback;
- (ii) That the North Essex Local Growth Priorities (Appendix 1 to the report) be approved for the socio-economic benefit of the region and District.

11. 2026 / 27 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY

The Council considered the reports of the Director of Finance, on the recommendations of the Strategy and Resources Committee at its meeting on 29 January 2026 relating to the revenue budget and the proposed level of Council for 2026 / 27.

The Leader of the Council made a budget speech (attached at **APPENDIX 1** to these Minutes), during which he thanked the Chief Finance Officer and his team for their hard work alongside the Finance Working Group. He advised Members that the proposed budget and Medium-Term Financial Strategy (MTFS) provided a financial framework and strategic plan for the Council, supporting its priorities and ensuring a long-term legacy was provided for the District. The Leader confirmed that the Council had the financial resources and dedicated workforce to meet the challenges ahead. He urged Members to endorse the proposed budget and MTFS to continue the vital work of serving the community and together, continue to deliver excellence for the Maldon District now and into the future.

The Leader of the Council then proposed that the recommendations set out in the reports at Agenda Items 9a – 9d be agreed. This proposal was duly seconded.

In accordance with Procedure Rule 1(13)a, each of the Opposition Leaders responded to the budget speech.

Councillor J Driver, Leader of the Liberal Democrat Group, thanked the Leader of the Council for sharing his budget speech in advance and acknowledged the collaborative and constructive culture that had developed within Maldon District Council. He noted the thorough work of the Finance Member Working Group and officers in producing a robust and transparent budget. It was highlighted that the budget was not only technically balanced but was also considered responsible, protecting essential

services, ensuring value for money, and enabling targeted investment through prudent borrowing to support projects across the district. Councillor Driver emphasised the importance of local councils in strengthening communities and called for fairer long-term funding settlements, as well as a strong Maldon voice in the transition to a unitary authority, particularly regarding key infrastructure such as health, education and medical services. He concluded by stating that the budget reflected the Liberal Democrats' commitment to constructive, positive change and encouraged the Council to carry forward the best of Maldon into the future.

Councillor S J Morgan, Leader of the Conservative Group, thanked the Leader of the Council for presenting the budget and acknowledged the collaborative work undertaken through the Finance Member Working Group. He noted that officers had provided clear guidance throughout the process and commented that this was the third budget he had experienced, each demonstrating continued improvement. Councillor Morgan highlighted the strengths of the district, including its valued services and strong waste contract, while recognising the challenges ahead as the move toward unitary authorities approached. He stressed the importance of leaving Maldon in a strong position and maintaining its unique character and confirmed that the Conservative Group would be supporting the budget.

Councillor W Stamp, Deputy Leader of the District Support Group (DSG) spoke on behalf of Councillor J C Stilts, Leader of the DSG, acknowledged the significant work undertaken by officers and Members in preparing the budget and MTFs, praising the professionalism of the Finance Team in producing a balanced financial plan during a challenging period for local government. She emphasised the opposition's role in scrutinising assumptions, ensuring fairness, and testing the realism of the administration's ambitions, particularly in light of rising service pressures, financial uncertainty and the implications of future Local Government Reorganisation. While welcoming investment in valued community assets, she stressed the need for transparency, equitable distribution across the district, and strong oversight of organisational transformation. Councillor Stamp noted ongoing concerns faced by residents, including cost-of-living pressures, access to services and affordable housing, and questioned whether a 2.9% Council Tax increase was justified given reserves and planned projects. She highlighted the risks associated with increased borrowing and urged robust business cases and financial resilience as the Council prepared for future challenges. She concluded by calling for fair investment, transparent reporting and prudent decision-making to ensure long-term sustainability for the district.

The Leader of the Council thanked the Leaders of the Opposition for their contributions and responded to the points raised. He acknowledged that while there were areas of deprivation within the district, Maldon remained comparatively less deprived nationally, which had influenced the limited government funding available. He outlined the aims of the Council's transformation programme, emphasising the need for efficient services delivered by staff in the right roles. The Leader explained that freezing car parking charges had been chosen as a simple and fair way to support residents, businesses, and visitors, and noted that the Council would need to consider borrowing for the first time, with final decisions dependent on the balance between borrowing and the use of reserves. He highlighted the opportunities for investment in community assets and encouraged Members to identify any unfunded ward priorities while these could still be considered. The Leader concluded that the budget represented a positive legacy for the district and thanked Members for their support.

In response to a question raised regarding Agenda Item 9b – Proposed Budget 2026 / 26 the Director of Finance directed Members to Appendix 2 (page 281 of the agenda pack) which provided a detailed analysis of the proposals brought forward, including where there were existing earmarked reserves which would be used to fund them.

The Director of Place, Planning and Growth provided the Council with information regarding the Council's review of its Local Development Plan (LDP) in response to a question, drawing attention to the Five-Year Housing Land Supply (5YHLS) report due to be considered at a later point in this meeting. He explained how he was looking to progress an independent planning, project and resourcing plan to inform the Council's future consideration of whether it progressed with its LDP review under the new system and what progress could be made between now and the vesting day of the new Council. No specific request for monies were therefore included in the operational budget process, however he highlighted that should the Council agree a project resourcing plan then there were earmarked reserves that were included in the proposals which were available for this purpose.

The Chairperson proposed that the Council take the recommendations set out in reports 9a and 9c en-bloc. This was duly seconded.

In response to the debate that followed and questions raised the Director of Finance provided Members with additional information, which included:

- In respect of external borrowing these linked to previous decisions of the Council for which full business cases had been completed and approved. Any further investments would need full business case approval in the normal way. Internal Audit were preparing a report on the Council's Medium-Term Financial Strategy (MTFS) which would be presented to a future meeting of the Performance, Governance and Audit Committee.
- The Director advised that he was mindful of the likely application of Section 24 rules in due course and that this was also being discussed by Essex Finance Officers. However, he was happy with the budget the Council was proposing at this time as there were no proposals which would fall within the scope of a possible future S24 provision.

The Chief Executive commented that the Council had to be mindful of any decisions it was making of substantial financial commitment. In reference to earlier comments regarding Devolution and Local Government Reorganisation, he reassured Members that Officers would speak to any colleagues who the Council may join up with and making sure that the Council was not over committing itself or any other council and taking on any liability that the future councils would not agree with.

The Chairperson then moved the recommendations set out in reports 9a and 9c and these were duly agreed.

Medium-Term Financial Strategy

RESOLVED

- (i) That the Council considered the principles of the MTFS set out in the report and as recommended by the Strategy and Resources Committee, agreed any changes, and makes recommendations as appropriate to the Council;
- (ii) That the Council recognises that the MTFS has been developed through ongoing consultation with the Finance Member Working Group in its meetings from June 2025.

Capital and Investment Strategy for 2026 / 27, Minimum Revenue Provision Statement 2026 / 27 and Treasury Management Strategy 2026 / 27

RESOLVED that the following be approved:

- (i) the Capital and Investment Strategy 2026/27 (Appendix 1 to the report), which

includes the Capital Programme for 2026/27 – 2029/30 and new Capital Projects Bids (Appendix 2 to the report);

- (ii) the Minimum Revenue Provision Statement 2026/27 (Appendix 3 to the report);
- (iii) the Treasury Management Strategy 2026/27 (Appendix 4 to the report, with the Treasury Management Practices).

Proposed Budget 2026 / 27

In accordance with Procedure Rule 13(5) the Chairperson requested a recorded vote and this was duly seconded.

The Chairperson then read out the recommendations and put them to the Council. This was duly seconded.

In response to a query, the Monitoring Officer clarified that the recommendations in this report were assuming that this was the Council Tax band D level. If a Council Tax increase of 2.99% was not agreed this amount would be replaced with the amount agreed as part of the recommendations contained within the report at agenda item 9d. Therefore, Members could agree recommendations (i) to (viii) on block.

The Chairperson then moved the recommendations, and the voting was as follows:

For the recommendations:

Councillors M G Bassenger, V J Bell, J R Burrell-Cook, S Dodsley, J Driver, M F L Durham, A Fittock, L J Haywood, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, S J N Morgan, C P Morley, R Pratt, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, J C Stilts, N Swindle and M E Thompson.

Against the recommendations:

Councillors A S Fluker, U G C Siddall-Norman and W Stamp.

Abstentions: None.

RESOLVED that the following be approved:

- (i) The reduction in core spending power allocation as set out in the provisional financial settlement for local government (see section 4.2 of the report). The final settlement is expected in the week of 9 February, and any changes will be reported to the meeting.
- (ii) The base budget changes from 2025/26 to 2026/27 (section 4.4 and Appendix 1 to the report).
- (iii) The revenue budget growth bids received and recommended growth and savings as discussed by the Finance Member Working Group (section 4.7 and Appendix 2);
- (iv) The repairs and renewals schemes proposed for 2026/27 (section 4.8 and Appendix 3 to the report);
- (v) The budget assumes the average Band D Council Tax of £238.95 (excluding parish precepts), which is a £6.94 or 2.99% increase for 2026/27 (section 4.9 of the report). The formal council tax resolution to be approved by council is set out elsewhere on this agenda. The basis for calculating the charge is set out in Appendix 4 to the report;

- (vi) The impact on reserves and the current policy for reserves, including of a minimum general fund balance of £2.6m as discussed by the Finance Member Working Group (section 4.10 and Appendix 5 to the report);
- (vii) the proposed policy on 'excess' reserves (paragraph 4.11.3 of the report);
- (viii) the advice of the Chief Finance Officer (S151 Officer) regarding the robustness of budgets and adequacy of reserves (section 5.6 and Appendix 6 to the report).

Council Tax 2026 / 27

Councillor A S Fluker raised concerns regarding the budget before Members and the proposal to make investment in capital repairs and renewals, suggesting that in his view investment across the district appeared to be uneven. He further suggested that freezing Council Tax could mean that by the end of the Council's life a total of £600,000 would have been returned indirectly to local tax payers. Councillor Fluker proposed, contrary to the proposals put forward, that the Council Tax for Maldon District Council be held at the same level as in 2025 / 26 and that to cover the shortfall in the proposed budget £189,000 be taken from the Council's reserves. This proposal was duly seconded.

The Chairperson advised that this proposal would need to be taken as an amendment to the budget proposal.

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

The Chairperson then put the proposed amendment in the name of Councillor Fluker and the voting was as follows:

For the recommendation:

Councillors M F L Durham, A S Fluker, L J Haywood, U G C Siddall-Norman, W Stamp and J C Stilts,

Against the recommendation:

Councillors M G Bassenger, V J Bell, J R Burrell-Cook, S Dodsley, J Driver, A Fittock, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, S J N Morgan, C P Morley, R Pratt, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, N Swindle and M E Thompson.

Abstention: None.

The Chairperson declared that the proposed amendment was therefore not agreed. He then put the recommendations as set out report and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, V J Bell, J R Burrell-Cook, S Dodsley, J Driver, M F L Durham, A Fittock, J C Hughes, K M H Lagan, A M Lay, W J Laybourn, S J N Morgan, C P Morley, R Pratt, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, N Swindle and M E Thompson.

Against the recommendation:

Councillors A S Fluker, L J Haywood, U G C Siddall-Norman, W Stamp and J C Stilts,

Abstention: None.

The Chairperson advised that this was duly agreed.

RESOLVED

- (i) that Maldon District Council's Council Tax Requirement for 2026 / 27 is set at £6,521,662;
- (ii) that the Maldon District Council's Band D Council Tax (excluding Parish precepts) is set at £238.95, reflecting an increase of £6.94 (2.99%), all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iii) that the precept demands and level of Band D Council Tax of the Essex County Council, the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority for both Police and Fire, and the various Parish Councils within the District be determined as set out in the report, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iv) that the Council agrees the formal resolution set out at **APPENDIX 2** to these Minutes.

12. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6(3) OF WHICH NOTICE HAS BEEN GIVEN

There were none.

13. MALDON FIVE-YEAR HOUSING LAND SUPPLY 2025 CALCULATION

The Council considered the report of the Director of Place, Planning and Growth seeking Members' approval of the Five-Year Housing Land Supply (5YHLS) calculation for the Maldon District as at 1 April 2025 and attached as Appendix 1 to the report.

The report provided some background information regarding the 5YHLS and the calculation methodology. It was noted that the next calculation of the 5YHLS for the Maldon District was due in the summer of 2026 and would be undertaken in light of the revised National Planning Policy Framework (NPPF) currently being consulted on, plus any updated guidance. Members' attention was drawn to Appendix 1 and the current 5YHLS calculation of 4.1 years, noting that until the Council could demonstrate five years' worth of housing land supply relevant policies within the Maldon Local Development Plan were considered out-of-date.

An update on the Local Plan review was set out in the report and implications of Devolution and Local Government Reorganisation. Members were informed that a new Project & Resourcing Plan and Project Initiation Document for a Local Plan under the new system was being prepared and would be reported to the Council in Spring 2026, following consideration by the Planning Policy Working Group (PPWG).

Councillor A Fittock, Chairperson of the PPWG, presented the report and then proposed that the recommendations set out in the report be agreed. This proposal was duly seconded.

The Director of Place, Planning and Growth referred to the collaborative working with Members, particularly the PPWG. He highlighted how the report set out the calculation of 4.1 years and the implications of the Council having a 5YHLS of less than five years. Other matters such as Local Government Reorganisation and the Government's

proposed initiatives to get the development industry built quicker were being considered and he outlined how further update to the 5YHLS would take place in due course considering any case law update and guidance. In response to a question regarding the testing of the 5YHLS by planning appeals, the Director explained how the Council had been open and transparent regarding the sites that made up the 5YHLS and he hoped that any statement of common ground would confirm 4.1 years in line with what the Council had published.

The Chairperson moved the recommendations set out in the report and these were duly agreed. Thanks were given to Councillor Fittock for the work he done on the 5YHLS including assisting Members' understanding of the importance of looking at the data and getting the analysis correct.

RESOLVED

- (i) That the Maldon Five-Year Housing Land Supply 2025 calculation position at 1 April 2025 (Appendix A to the report) is approved and published on the Council's website;
- (ii) That authority is delegated to the Director of Place, Planning and Growth to make minor amendments and corrections, if required, to the Maldon Five-Year Housing Land Supply 2025 document (Appendix A to the report) prior to publication; and
- (iii) That authority is delegated to the Director of Place, Planning and Growth in consultation with the Planning Policy Working Group, to review and update the methodology for calculating the Five-Year Housing Land Supply based upon the latest guidance, case law and legal advice.

14. EXTENSION OF SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE AGREEMENT

The Council considered the report of the Director of Neighbourhood Services and Communities seeking Members' approval to extend the current operational period of the South Essex Parking Partnership (SEPP) Joint Committee agreement by a further year to 31 March 2028 to align with the current Local Government Reorganisation (LGR) timetable. It was noted that since 2011 the SEPP had delivered on-street parking enforcement across the District on behalf of Essex County Council (ECC) and there was no financial implication for Maldon District Council.

The Director of Neighbourhood Services and Communities presented the report and highlighted how an extension to the current SEPP agreement would ensure service continuity and legal enforcement of the parking restrictions throughout the Partnership areas for the financial year 2027 / 28. Thereafter the function would transfer and operation from 1 April 2028 under the new unitary authorities due to LGR in Essex.

The Chairperson moved the recommendation set out in the report. This was duly seconded and agreed.

RESOLVED that the extension until 31 March 2028 to the existing South Essex Parking Partnership Joint Committee agreement be agreed.

15. DEVOLUTION AND LOCAL GOVERNMENT REORGANISATION

The Council received the report of the Chief Executive providing an update on Devolution and Local Government Reorganisation (LGR) in Greater Essex.

The report provided background information regarding Devolution, how Terms of Reference had been drafted and a nominating body was being set up to agree which representation for District Authorities on the Greater Essex Combined County Authority (GECCA), or any other Committee, sub-working group or scrutiny committee established by the GECCA. All Leaders would be members of the nominating body and each devolution priority programme area would be provided with investment funds from the Government to ensure they can start delivering on key local priorities and benefits ahead of the mayors taking office in 2028.

In respect of LGR, Officers continued to work with colleagues across Essex on programme structures for its delivery, focusing on gathering information as set out by the Ministry of Housing, Communities and Local Government (MHCLG). Essex-wide workstream activity input had been established, progress and updates from all workstreams would continue to be shared with the Devolution and LGR Working Group (the Working Group).

Councillor W Stamp, Chairperson of the Devolution and LGR Working Group, referred to the Director of Strategy and Improvement who was shortly leaving the Council and thanked her for her work on this project. These thanks were reiterated by other Members of the Council. Councillor Stamp then introduced the report highlighting the work of the Working Group and asked Members to receive the update and acknowledge progress and the work that had been undertaken. Since production of the report, she advised that the Council had responded to a request from the MHCLG seeking information that would help to progress the work of the structural change order.

The Director of Legal and Governance provided the Council with further details regarding the information requested from the MHCLG, including a view in relation to the formation of the joint committees and other information which would be used to draft the structural changes order once the government had announced its minded to decision. The Council's response had been drafted in consultation with the Leader of the Council and Chairperson of the Working Group. She reassured Members that Officers were continuing to work with colleagues across Essex gathering information.

The Chairperson then moved the recommendation set out in the report and this was duly seconded.

In response to questions, the Chief Executive advised that there was no indication from the Government that Devolution and LGR would not happen, nor would there be a change to their direction of travel and at this time the Council had not been advised which Authorities it might join up with. The Council's Director of Finance and Director of Legal and Governance were working on the case for the five unitary authority model supported by this Council. The Leader of the Council advised that he had recently attended an MHCLG webinar where it has been reiterated that the timetable remained unchanged.

The Chairperson put the recommendation, and this was duly agreed.

RESOLVED that the Council notes the current update on Devolution and LGR, and any resource implications as the activity to progress LGR developed.

Appendix 1 and 2

There being no other items of business the Chairperson closed the meeting at 9.17 pm.

K M H LAGAN
CHAIRPERSON

Leader's Budget Speech 2026 - Presented to Council, 12 February 2026

Good evening Members, officers, and residents. It is my privilege to once again present the proposed budget for the financial year 2026-2027. The annual budget and MTFFS - Medium Term Financial Strategy are the result of months of collaborative work between officers and Members.

This budget builds on the strong foundations we have laid over the past few years and marks our ambition of investment, financial sustainability and excellent service provision for our district.

Reflecting on last year, we set ourselves the challenge of delivering a fully balanced budget without substantial use of our reserves. I am pleased to confirm that, through the dedication of officers and Members, and the constructive collaboration across all political groups and the nonaligned, we exceeded this objective and making a contribution to our reserves at the end of the year.

Together, we have developed a financial strategy that supports the Council's strategic priorities, invests and maintains our assets, and provides opportunities to create new assets for the future. At a time of change in local government, we are ensuring that we provide a long term legacy for the district.

We need to ensure that we leave the Maldon District in a good place and that we have plans in place to ensure that we are focused upon preserving Maldon's unique identity and what we can do for the long-term benefit of the district.

Collaborative Efforts

Our financial progress is rooted in teamwork. I wish to recognise the commitment from our officers, led by our Director of Finance, Mr Jay and the Finance team, whose expertise and diligence have ensured clarity and strength in our financial planning.

I would also like to express my sincere thanks to all those who have contributed to this achievement. Our Finance Member Working Group, for their diligent scrutiny and creative thinking, and the constructive contributions of elected Members from all political groups and the non aligned who have fostered a spirit of shared purpose and constructive challenge.

Strategic Priorities and Corporate Plan Alignment

In response to the recommendations from the financial peer review, our budget and financial strategy are now closely aligned with our Corporate Plan, ensuring we deliver on our commitment to residents, businesses, and visitors. Service plans are directly linked to the budget, enabling us to focus on what matters most for Maldon District.

Investment and supporting our Community

We continue to invest in improving the district for all.

Working together, we have continued to deliver for our residents. Our waste contract with Suez is delivering consistent, high-quality service, and the extension of Flex Collect plastics initiative, demonstrates our commitment to environmental responsibility. We can be proud to be the best recycling council in Essex, with the reintroduction of green food bags last year. Whilst other councils are still introducing food waste, we have implemented the service to all homes in the district.

The new contract with Places Leisure has enabled exciting new facilities at our leisure centres such as the new gym, adventure climb facility with more being developed this year,

The budget includes £5.1m of new investment for 2026/27, on top of the existing £13.5m base budget and £7.9m capital programme. This means there is £26m planned for local services and amenities to support residents and visitors.

We have a further £2.3m investment in parks and open spaces, including £1.3m to the Promenade Park in Maldon as well as Dengie 100 where there is a further £100,000 investment is proposed in addition to the existing £435,000; as well as a further £220,000 proposed to improve the roadways at Riverside Park. Beyond Maldon and Burnham, we also propose £1.4m for play sites and £200,000 for public conveniences - £1.6m for residents and visitors across all areas of the District. These investments will ensure these valued amenities will be enjoyed by many people long after reorganisation in Essex

This year's budget focuses on short-term, targeted investment to protect important local assets ahead of Local Government Reorganisation (LGR). The Government is expected to clarify its plans for reorganisation before the new financial year. The 2027/28 budget will be the year of a Shadow Council and will largely be about preparing for LGR, limiting the ability to start new capital projects or contracts. Decisions will

increasingly be made jointly with the emerging shadow authority arrangements in place.

Partnerships

We recognise, however, that we cannot achieve everything alone. Our health and community partnerships have been fruitful, delivering health and well-being activities, prevention campaigns, and the work of One Maldon District Partnership.

Through this collaboration, we have allocated £60,000 to support organisations across the district. We have supported four community-based projects to enhance delivery and further support residents in areas of mental health, reducing social isolation and access to services.

Our popular UFest community event has grown from strength to strength, providing a showcase for our community organisations to engage and support our community with 2025 being the most successful so far.

Our Council offices have become a vibrant hub for partnership activity, **supporting** community safety and providing crucial services in partnership with the Police, Citizens Advice Bureau, Maldon and District CVS, and our housing partners.

I am also delighted to announce that very shortly a new Banking Hub will open in our offices, until their permanent premises are ready.

We have maintained our commitment to supporting those in need, meeting our refugee emergency response duties and strengthening our relationship with the NHS and the Mid and South Essex Integrated Care Board. This includes continuing the work to maintain St Peters and working with the NHS to deliver the long term future of health services within the district.

Our UK Shared Prosperity funding continues to support growth and opportunity, and we are proud of our track record in creating value for our district.

We created the community grant scheme aimed at delivering against the four outward facing Corporate Plan Priorities and have allocated around £300,000 for this fund from our own reserves. This recognises the Council's commitment to ensuring the District is a place 'Where Quality of Life Matters'.

Tourism continues to flourish, with the latest data showing increased overnight visitor numbers and a thriving local economy. The Saltmarsh Coast Walking Festival continues to grow with nearly 900 people taking part last year.

Members tonight you will also be asked to agree our annual schedule of Fees and Charges. Thanks to our financial prudence I am pleased to propose that our car park fees and charges will remain the same. This is good news for our high street businesses.

In terms of the **District Council** element of Council Tax, we are only proposing an average increase at Band D of 13p per week or an additional £6.76 per year. The important thing to recognise, is that although we collect council tax, the majority goes to other areas of local government. If we do not raise council tax, and as we have seen in other authorities across the country where the tax has not been increased and promises have been made, subsequently it leads to larger increases at a later date. There is a government expectation for all authorities to raise council tax and again we need to ensure we take a long term view.

Facing Challenges and Embracing Opportunities

We recognise that the local government landscape is evolving, with local government reorganisation and devolution presenting new challenges and priorities. Our new leadership structure encourages close collaboration and continuous improvement, ensuring we are prepared for change and focused on long-term benefits for our community.

In order to meet the challenges that lie ahead, the Council has embarked on a two phase Transforming Together programme which will create an organisation that empowers staff, supports clear and effective decision making, and ensures accountability at every level.

Phase 1, which has already been completed, has seen the replacing of the previous CLT+ consisting of the Chief Executive, plus 9, a Deputy Chief Executive and eight Assistant Directors and the introduction of a streamlined Senior Leadership Team with the Chief Executive, supported by five Directors, and is organised around five key Directorates—Neighbourhood Services & Communities, Place, Planning & Growth, Finance, Legal & Governance, and Strategy & Improvement.

We are currently in Phase 2 of our Transforming Together programme, which is the final phase, and will see the rest of the organisation structured in a way which will remove further layers of management and

invest in front line posts and enable staff to realise their full potential, deliver on ambitious goals and continue to provide the highest level of service to our residents.

Members, tonight you are asked to support a budget and financial strategy that reflect our collective ambition for Maldon District. We have the resources, the dedicated workforce, and the leadership to meet the challenges ahead.

It is only by working together that we can deliver for the district, we have shown that over the past 2.5 years. Thank you members for your continued spirit of cooperation and the excellent working relationships, we have with officers. It is through these principles that we can deliver for the district.

I urge you to endorse the proposed budget and MTFS, so that we may continue the vital work of serving our community and together, we will continue to deliver excellence for Maldon District now and into the future.

Thank you members and recommend the budget items 9a 9b 9c and 9d

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COUNCIL TAX 2026 / 27 RESOLUTION

The Council **RESOLVED**:

1. That it be noted that at its meeting on 11 December 2025 the Council calculated its Council Tax Base for the year 2026 / 27:
 - (a) for the whole district as **27,293.0** Item T in the formula in Section 31B of the Local Government Finance Act 1992 (the Act), as amended by the Localism Act 2011; and
 - (b) for dwellings in those parts of its district to which a Parish precept relates as listed below:

Althorne	518.0
Asheldham	68.4
Bradwell-on-Sea	353.3
Burnham-on-Crouch	3,877.1
Cold Norton	510.2
Dengie	47.2
Goldhanger	302.8
Great Braxted	193.5
Great Totham	1,526.4
Hazeleigh	166.9
Heybridge	2,895.2
Heybridge Basin	278.6
Langford	89.4
Latchingdon	535.7
Little Braxted	82.1
Little Totham	191.6
Maldon	6,037.9
Mayland	1,497.2
Mundon	149.6
North Fambridge	545.7
Purleigh	593.0
Southminster	1,653.4
St. Lawrence	611.1
Steeple	193.6
Stow Maries	90.3
Tillingham	409.9
Tollesbury	1,049.2
Tolleshunt D'arcy	450.1
Tolleshunt Knights	441.8
Tolleshunt Major	275.1
Ulting	83.1
Wickham Bishops	1,020.9
Woodham Mortimer	265.0
Woodham Walter	289.8
Total Parishes	27,293.0

2. Calculate that the Council Tax Requirement for the Council's own purposes for 2026/27 (excluding Parish precepts) is £6,521,662.35.
3. That the following amounts be calculated by the Council for the year 2026 / 27 in accordance with new Sections 31 to 36 of the Act as amended:
 - (a) £34,095,400 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils **(i.e. gross expenditure including Parish precepts)**
 - (b) £25,400,481 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act **(i.e. gross income including government grants)**
 - (c) £8,694,919 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax Requirement for the year (Item R in the formula in Section 31B of the Act) **(i.e. Council Tax Requirement including Parish precepts)**.
 - (d) £318.58 being the amount at 3(c) above (Item R) divided by the amount at 1(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year **(i.e. average Band D Council Tax including Parish precepts)**
 - (e) £2,173,257 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act **(i.e. Parish Council precepts)**
 - (f) £238.95 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates **(i.e. District Council Band D Council Tax excluding Parish precepts)**.
 - (g) Basic Amount of Council Tax by Parish 2026 / 27

Town/Parish	Local Precept	Town/Parish Band D	District + Town/Parish Band D
Althorne	29,344.00	56.65	295.60
Asheldham	4,402.81	64.37	303.32
Bradwell-on-Sea	28,843.00	81.64	320.59
Burnham-on-Crouch	274,147.50	70.71	309.66
Cold Norton	49,499.00	97.02	335.97
Dengie	3,038.19	64.37	303.32
Goldhanger	12,750.00	42.11	281.06

Town/Parish	Local Precept	Town/Parish Band D	District + Town/Parish Band D
Great Braxted	17,417.00	90.01	328.96
Great Totham	51,660.00	33.84	272.79
Hazeleigh	3,089.91	18.51	257.46
Heybridge	320,000.00	110.53	349.48
Heybridge Basin	29,000.00	104.09	343.04
Langford	9,539.00	106.70	345.65
Latchingdon	44,265.00	82.63	321.58
Little Braxted	5,335.00	65.06	304.01
Little Totham	9,983.00	52.10	291.05
Maldon	526,640.35	87.22	326.17
Mayland	107,428.00	71.75	310.70
Mundon	9,600.00	64.17	303.12
North Fambridge	34,630.70	63.46	302.41
Purleigh	53,500.00	90.22	329.17
Southminster	179,127.30	108.34	347.29
St. Lawrence	36,962.00	60.48	299.43
Steeple	14,848.00	76.69	315.64
Stow Maries	8,417.00	93.21	332.16
Tillingham	40,000.00	97.58	336.53
Tollesbury	132,665.80	126.44	365.39
Tolleshunt D'arcy	26,890.00	59.74	298.69
Tolleshunt Knights	23,000.00	52.06	291.01
Tolleshunt Major	14,000.00	50.89	289.84
Ulting	7,231.00	87.02	325.97
Wickham Bishops	26,200.00	25.66	264.61
Woodham Mortimer	4,906.09	18.51	257.46
Woodham Walter	34,897.00	120.42	359.37

These amounts are calculated by adding to the amount at 3(f) above, the amounts of the special item or items relating to dwellings in those parts of the Councils area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

APPENDIX 2

(h) Calculation of Basic Amounts of Council Tax by Parish for Different Valuation Bands

District & Parish Town	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Althorne	197.07	229.91	262.76	295.60	361.29	426.98	492.67	591.20
Asheldham	202.21	235.92	269.62	303.32	370.72	438.13	505.53	606.64
Bradwell-on-Sea	213.73	249.35	284.97	320.59	391.83	463.07	534.32	641.18
Burnham-on-Crouch	206.44	240.85	275.25	309.66	378.47	447.29	516.10	619.32
Cold Norton	223.98	261.31	298.64	335.97	410.63	485.29	559.95	671.94
Dengie	202.21	235.92	269.62	303.32	370.72	438.13	505.53	606.64
Goldhanger	187.37	218.60	249.83	281.06	343.52	405.98	468.43	562.12
Great Braxted	219.31	255.86	292.41	328.96	402.06	475.16	548.27	657.92
Great Totham	181.86	212.17	242.48	272.79	333.41	394.03	454.65	545.58
Hazeleigh	171.64	200.25	228.85	257.46	314.67	371.89	429.10	514.92
Heybridge	232.99	271.82	310.65	349.48	427.14	504.80	582.47	698.96
Heybridge Basin	228.69	266.81	304.92	343.04	419.27	495.50	571.73	686.08
Langford	230.43	268.84	307.24	345.65	422.46	499.27	576.08	691.30
Latchingdon	214.39	250.12	285.85	321.58	393.04	464.50	535.97	643.16
Little Braxted	202.67	236.45	270.23	304.01	371.57	439.13	506.68	608.02
Little Totham	194.03	226.37	258.71	291.05	355.73	420.41	485.08	582.10
Maldon	217.45	253.69	289.93	326.17	398.65	471.13	543.62	652.34
Mayland	207.13	241.66	276.18	310.70	379.74	448.79	517.83	621.40
Mundon	202.08	235.76	269.44	303.12	370.48	437.84	505.20	606.24
North Fambridge	201.61	235.21	268.81	302.41	369.61	436.81	504.02	604.82
Purleigh	219.45	256.02	292.60	329.17	402.32	475.47	548.62	658.34
Southminster	231.53	270.11	308.70	347.29	424.47	501.64	578.82	694.58
St. Lawrence	199.62	232.89	266.16	299.43	365.97	432.51	499.05	598.86
Steeple	210.43	245.50	280.57	315.64	385.78	455.92	526.07	631.28
Stow Maries	221.44	258.35	295.25	332.16	405.97	479.79	553.60	664.32
Tillingham	224.35	261.75	299.14	336.53	411.31	486.10	560.88	673.06
Tollesbury	243.59	284.19	324.79	365.39	446.59	527.79	608.98	730.78
Tolleshunt D'arcy	199.13	232.31	265.50	298.69	365.07	431.44	497.82	597.38
Tolleshunt Knights	194.01	226.34	258.68	291.01	355.68	420.35	485.02	582.02
Tolleshunt Major	193.23	225.43	257.64	289.84	354.25	418.66	483.07	579.68
Ulting	217.31	253.53	289.75	325.97	398.41	470.85	543.28	651.94
Wickham Bishops	176.41	205.81	235.21	264.61	323.41	382.21	441.02	529.22
Woodham Mortimer	171.64	200.25	228.85	257.46	314.67	371.89	429.10	514.92
Woodham Walter	239.58	279.51	319.44	359.37	439.23	519.09	598.95	718.74

These amounts are calculated by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the

APPENDIX 2

Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year, in respect of categories of dwellings listed in different valuation bands.

That it be noted for the year 2026 / 27 the major precepting authorities have issued precepts to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each category of dwellings in the Council's area as indicated in the table below:

Precepting Authority	Valuation Bands			
Essex County Council	A	£1,094.64	E	£2,006.84
	B	£1,277.08	F	£2,371.72
	C	£1,459.52	G	£2,736.60
	D	£1,641.96	H	£3,283.92
Essex PFCC F&RA Essex Police and Crime Commissioner	A	£183.54	E	£336.49
	B	£214.13	F	£397.67
	C	£244.72	G	£458.85
	D	£275.31	H	£550.62
Essex PFCC F&RA Essex Fire and Rescue Authority	A	£61.68	E	£113.08
	B	£71.96	F	£133.64
	C	£82.24	G	£154.20
	D	£92.52	H	£185.04

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 as amended, hereby sets the following amounts as the amounts of Council Tax for the year 2026 / 27 for each part of its area and for each of the categories of dwelling shown in Table A attached.
6. Determines that the Council's basic amount of Council Tax for 2026 / 27 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992, as amended.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2026 / 27 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992, as amended.

TABLE A

**Total Council Tax Amounts (£) by Band and Area
2026/27**

Parish/Area	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Althorne	1,536.93	1,793.08	2,049.24	2,305.39	2,817.70	3,330.01	3,842.32	4,610.78
Asheldham	1,542.07	1,799.09	2,056.10	2,313.11	2,827.13	3,341.16	3,855.18	4,626.22
Bradwell-on-Sea	1,553.59	1,812.52	2,071.45	2,330.38	2,848.24	3,366.10	3,883.97	4,660.76
Burnham-on-Crouch	1,546.30	1,804.02	2,061.73	2,319.45	2,834.88	3,350.32	3,865.75	4,638.90
Cold Norton	1,563.84	1,824.48	2,085.12	2,345.76	2,867.04	3,388.32	3,909.60	4,691.52
Dengie	1,542.07	1,799.09	2,056.10	2,313.11	2,827.13	3,341.16	3,855.18	4,626.22
Goldhanger	1,527.23	1,781.77	2,036.31	2,290.85	2,799.93	3,309.01	3,818.08	4,581.70
Great Braxted	1,559.17	1,819.03	2,078.89	2,338.75	2,858.47	3,378.19	3,897.92	4,677.50
Great Totham	1,521.72	1,775.34	2,028.96	2,282.58	2,789.82	3,297.06	3,804.30	4,565.16
Hazeleigh	1,511.50	1,763.42	2,015.33	2,267.25	2,771.08	3,274.92	3,778.75	4,534.50
Heybridge	1,572.85	1,834.99	2,097.13	2,359.27	2,883.55	3,407.83	3,932.12	4,718.54
Heybridge Basin	1,568.55	1,829.98	2,091.40	2,352.83	2,875.68	3,398.53	3,921.38	4,705.66
Langford	1,570.29	1,832.01	2,093.72	2,355.44	2,878.87	3,402.30	3,925.73	4,710.88
Latchingdon	1,554.25	1,813.29	2,072.33	2,331.37	2,849.45	3,367.53	3,885.62	4,662.74
Little Braxted	1,542.53	1,799.62	2,056.71	2,313.80	2,827.98	3,342.16	3,856.33	4,627.60
Little Totham	1,533.89	1,789.54	2,045.19	2,300.84	2,812.14	3,323.44	3,834.73	4,601.68
Maldon	1,557.31	1,816.86	2,076.41	2,335.96	2,855.06	3,374.16	3,893.27	4,671.92
Mayland	1,546.99	1,804.83	2,062.66	2,320.49	2,836.15	3,351.82	3,867.48	4,640.98
Mundon	1,541.94	1,798.93	2,055.92	2,312.91	2,826.89	3,340.87	3,854.85	4,625.82
North Fambridge	1,541.47	1,798.38	2,055.29	2,312.20	2,826.02	3,339.84	3,853.67	4,624.40
Purleigh	1,559.31	1,819.19	2,079.08	2,338.96	2,858.73	3,378.50	3,898.27	4,677.92
Southminster	1,571.39	1,833.28	2,095.18	2,357.08	2,880.88	3,404.67	3,928.47	4,714.16
St. Lawrence	1,539.48	1,796.06	2,052.64	2,309.22	2,822.38	3,335.54	3,848.70	4,618.44
Steeple	1,550.29	1,808.67	2,067.05	2,325.43	2,842.19	3,358.95	3,875.72	4,650.86
Stow Maries	1,561.30	1,821.52	2,081.73	2,341.95	2,862.38	3,382.82	3,903.25	4,683.90
Tillingham	1,564.21	1,824.92	2,085.62	2,346.32	2,867.72	3,389.13	3,910.53	4,692.64
Tollesbury	1,583.45	1,847.36	2,111.27	2,375.18	2,903.00	3,430.82	3,958.63	4,750.36
Tolleshunt D'arcy	1,538.99	1,795.48	2,051.98	2,308.48	2,821.48	3,334.47	3,847.47	4,616.96
Tolleshunt Knights	1,533.87	1,789.51	2,045.16	2,300.80	2,812.09	3,323.38	3,834.67	4,601.60
Tolleshunt Major	1,533.09	1,788.60	2,044.12	2,299.63	2,810.66	3,321.69	3,832.72	4,599.26
Ulting	1,557.17	1,816.70	2,076.23	2,335.76	2,854.82	3,373.88	3,892.93	4,671.52
Wickham Bishops	1,516.27	1,768.98	2,021.69	2,274.40	2,779.82	3,285.24	3,790.67	4,548.80
Woodham Mortimer	1,511.50	1,763.42	2,015.33	2,267.25	2,771.08	3,274.92	3,778.75	4,534.50
Woodham Walter	1,579.44	1,842.68	2,105.92	2,369.16	2,895.64	3,422.12	3,948.60	4,738.32



REPORT of STRATEGIC HOUSING WORKING GROUP

to
COUNCIL
26 MARCH 2026

TERMS OF REFERENCE - STRATEGIC HOUSING WORKING GROUP

1. PURPOSE OF THE REPORT

- 1.1 That Members consider the Strategic Housing Working Group (SHWG) Terms of Reference (ToR) attached at **APPENDIX 1**.

2. RECOMMENDATION

That the Strategic Housing Working Group Terms of Reference at (**APPENDIX 1**) be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The Strategic Housing Working Group Terms of Reference were considered by the SHWG on 5 November 2025 and are now required to be formally approved by the Council to enable them to be adopted.
- 3.2 The SHWG is a Member and Officer working group established to oversee and provide strategic guidance on housing delivery in the Maldon district. Its purpose is to:
- Monitor delivery of the Council's Housing Strategy and strategic housing targets,
 - Review policies and procedures in line with legislative and government changes,
 - Engage with registered providers, developers, and housing partners to support delivery of affordable and social housing, and
 - Provide recommendations to the relevant committees to inform service delivery decisions.
- 3.3 The Terms of Reference define the Group's role, scope, composition, and meeting procedures, ensuring clarity, governance, and accountability. Key aspects include:
- Policy and strategy review to ensure alignment with corporate objectives,
 - Monitoring of housing performance, risks, and service delivery,
 - Collaboration with external partners and registered providers to improve housing outcomes, and
 - Annual review of the ToR to ensure relevance and compliance with legislative or strategic changes.

- 3.4 The SHWG does not consider individual housing applications, appeals, or complaints, but receives reporting on trends to inform strategic decision making. The ToR also sets out confidentiality expectations, meeting frequency, quorum, and reporting procedures.

4. CONCLUSION

- 4.1 Approval of the Terms of Reference will formalise the SHWG's remit, ensure clarity for Members and Officers, strengthen governance arrangements, and support the Council in delivering its strategic housing priorities effectively.

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

5.1 Supporting our communities

- 5.1.1 The SHWG supports inclusive communities by promoting the delivery of affordable and social housing, ensuring local residents' housing needs are met and contributing to wellbeing and social sustainability.

5.2 Investing in our District

- 5.2.1 By monitoring housing delivery and collaborating with housing partners and developers, the SHWG supports sustainable growth and investment aligned with the Council's strategic objectives.

5.3 Growing our economy

- 5.3.1 Ensuring housing supply supports workforce needs and population growth, thereby enabling economic development and labour market stability in the district.

5.4 Protecting our environment

- 5.4.1 The Group ensures housing strategy and development proposals align with planning and environmental policies, supporting sustainable and well-planned growth.

5.5 Delivering good quality services

- 5.5.1 The SHWG reviews performance, assesses partner compliance, and provides recommendations for service improvements, enhancing efficiency, transparency, and accountability in housing services.

6. IMPLICATIONS

- (i) **Impact on Customers** – Residents will benefit from improved access to housing, strategic planning, and monitoring of affordable and social housing provision.
- (ii) **Impact on Equalities** – The SHWG supports equitable access to housing, ensuring services respond to diverse needs and local priorities.
- (iii) **Impact on Risk (including Fraud implications)** – There are no direct risks arising from the recommendations in this report.

- (iv) **Impact on Resources (financial)** – There are no direct impact upon financial resources arising from the recommendations in this report.
- (iv) **Impact on Resources (human)** – There are no direct impact upon human resources arising from the recommendations in this report.
- (v) **Impact on Devolution / Local Government Reorganisation** – None.

Appendices:

APPENDIX 1 Strategic Housing Working Group Terms of Reference

Background Papers: None.

Enquiries to: Danielle Blake, Head of Housing Operations.

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Strategic Housing Working Group

Terms of Reference

Version	Date	Changes	Author
1.0	July 2025	First draft	Hannah Wheatley
2.0	February 2026	Second draft	Danielle Blake



1. Overview & Purpose

- 1.1 The Strategic Housing Working Group (SHWG) is a group whose purpose is to create, establish, and review the strategic housing delivery and targets for the Maldon district. It will also monitor and review the delivery of the Housing Strategy, social housing and affordability delivery and update any relevant policies if there are changes in legislation or government targets.
- 1.2 The SHWG consists of Maldon District Council (MDC) Officers and Elected Members.
- 1.3 External bodies and housing partners will be invited to attend as required to help shape the delivery of the Council's Housing services.
- 1.4 Any recommendations agreed by this working group will be put forward to the relevant committee and to inform Service Delivery decisions.

2. Scope

- 2.1 The Strategic Housing Working Group will discuss and review strategic housing issues connected to the Council's housing services, including, but not limited to:
 - Form and review the Council's Strategic Housing Policy and Strategy,
 - Monitor delivery of the Housing Strategy's priorities and objectives,
 - Monitor performance of the Housing Operations' key performance indicators and risk controls and review any reports to be presented to any relevant Council committee,
 - Respond to changes to national and local housing consultations or changes in legislation that impact the district,
 - Collaborate with partners and house builders to ensure MDC achieves its housing targets and meets the local housing needs,
 - Meet registered housing providers to discuss strategic opportunities and persistent operational issues,
 - Explore any opportunities that increase MDC housing stock and put those proposals to the relevant committee for approval, and
 - Ensure that the strategy reflects the policy created by the Planning Policy Working Group.
- 2.2 The Strategic Housing Working Group does not consider individual housing applications, appeals, or legal duties related to housing. However, it may review policy or procedural implications arising from such decisions.
- 2.3 Complaints or concerns regarding housing management in the district are addressed through the Council's operational procedures. The Strategic Housing Working Group will be provided with regular reporting on trends or patterns in complaints. The Group will receive quarterly updates on the performance of housing delivery, based on performance review, and offer guidance to improve service delivery and ways of working.
- 2.4 The Strategic Housing Working Group will assess and review the performance of Housing Association Partners in line with service-level agreements with the Council. The Group will meet housing partners to discuss how they will improve their service delivery based on their performance.



3. Frequency of Meetings

- 3.1 The Strategic Housing Working Group will meet 6 times during each municipal year unless by special arrangement between the Head of Housing and the Working Group Chair.
- 3.2 In line with other working groups, meetings can only proceed if there are 3 or more Members present (quorum).

4. Working Group Composition

- 4.1 The Strategic Housing Working Group consists of Officers and Elected Members. Officers include:
 - Director of Place, Planning & Growth
 - Head of Housing
 - Housing Solutions Manager
 - Housing Development & Allocations Manager
 - Head of Development Management
- 4.2 Elected Members may nominate a substitute from their political group to attend in their absence.
- 4.3 Following Statutory Annual Council, Members will elect a Chairperson and Vice Chair to lead the Strategic Housing Working Group meetings for the municipal year.
- 4.4 The Terms of Reference must be reviewed annually by the SHWG and updated as needed.

5. Meeting Procedures

- 5.1 Agendas will be circulated to all Strategic Housing Working Group members at least 5 working days before the meeting.
- 5.2 Agreed actions will be recorded in the meeting minutes and draft notes will be circulated to the Chair within 5 working days. The minutes will be circulated 5 days after the approval of the Chair. Minutes and actions from the previous meeting will be reviewed and approved during each meeting.
- 5.3 Representatives from external bodies may be invited to attend with the Chairperson's prior agreement.
- 5.4 Meetings will be held in person within MDC core hours where possible, with the option to attend remotely via Microsoft Teams.
- 5.5 Members and Officers should raise their hand (physically or virtually) when wanting to speak or ask a question.
- 5.6 The Strategic Housing Working Group may request reports from Officers to provide information based on topics discussed at meetings. Members must consider the Strategic Housing Working Group's purpose and give Officers reasonable time to prepare these reports, allowing a minimum of 5 working days depending on the level of detail requested.
- 5.7 In making requests for Officer work outside of meetings, the Strategic Housing Working Group should ensure that the tasks support the efficiency of achieving strategic housing objectives and do not detract from the Council's statutory functions or agreed goals.
- 5.8 With the Strategic Housing Working Group's approval, reports may be shared with other groups or organisations after the meeting.
- 5.9 Strategic Housing Working Group Members and Officers must not disclose private or confidential information regarding specific housing cases.



- 5.10 Where Members of the Strategic Housing Working Group are advised that matters are Private and Confidential, any information shared will be treated as such, in line with the Council's constitution and Member code of conduct.



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
26 MARCH 2026**

CULTURE AND HERITAGE UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update Members on the progress of the Culture and Heritage activities being undertaken.

2. RECOMMENDATIONS

- (i) That Members approve the extension to the Culture and Heritage Strategy development to June 2026;
- (ii) That Members approve the budget allocated for the Special Event Performance Funding to be utilised for a performance in 2027;
- (iii) That Members approve for officers to develop the Council's Town of Culture 2028 competition expression for interest;
- (iv) That subject to approval of recommendation (iii), that Members delegate the development and submission of the Culture and Heritage Strategy to the Senior Leadership Team in consultation with the Leader of the Council by the deadline of 31 March 2026.

3. SUMMARY OF KEY ISSUES

3.1 Culture and Heritage Strategy Development

3.1.1 The Council's Corporate Plan 2025-2028 priority 'investing in our district' states the Council's commitment to develop a Culture and Heritage Strategy (the Strategy). Following a robust procurement process, Cultural Engine were selected as the consultants to support the development and delivery of the Strategy. Since the appointment, extensive work has been carried out, with stakeholders and a continuing focus on outreach and engagement across the District.

3.1.2 The Culture and Heritage Strategy is focused on several themes including;

- Arts and cultural development,
- Heritage, including collaboration, interpretation and space,
- Public health, in particular the opportunities for creative health approaches,
- Planning, environment and nature recovery and conservation
- Libraries
- Pubs and hospitality,

- Festivals and events,
- Maritime and waterways,
- Archaeology,
- Town and Parish Councils.

3.1.3 To enhance the stakeholder and resident engagement, officers are proposing to extend the Strategy's engagement and development timeline. This will allow for improved quality, depth and reliability of data collection, ensuring that outcomes are evidenced and aligned with both local priorities. The extension allows for the Strategy to be presented and considered by the Strategy and Resources Committee in June 2026.

3.1.4 With the announcement of the Town of Culture competition (detailed in 3.3 of this report), the consultants will also be assisting with the application and submission of the Expression Of Interest (EOI) from the Council. This will directly benefit the development of the strategy which needs to consider the potential for being shortlisted. Work on the Town of Culture EOI is additional, but will feed into the Culture and Heritage Strategy, particularly on action planning and identifying themes, events and programming. This will be completed at no additional cost to the consultant's current remit.

3.1.5 In addition to the core Culture and Heritage Strategy development, there has also been significant work on developing a concept that can bring together the key issues of culture, heritage, environment and tourism. This is developing into a 'Regenerative Tourism Strategy' that was presented and discussed at the launch of the Saltmarsh Coast Community Interest Company event on 19 March 2026.

3.2 **Special Event Performance Funding**

3.2.1 At the Strategy and Resources Committee on 20 November 2025, Members resolved that £45,000 be allocated to allow detailed event planning and secure the headline act for a Special Event Performance in 2026.

3.2.2 Since this resolution, officers met with the agent of the proposed artist to explore the potential for a performance to take place in 2026.

3.2.3 Due to other long-term performance schedules, the artist cannot commit to 2026, and proposed that the performance be moved to June 2027, again to take place on the Sunday after the annual Soutasia event. This proposal will require the Council to commit the funding for this date and sign contracts imminently to secure the artist and assure the Council the event is contractually secured.

3.2.4 If agreed, the event will positively support the Town of Culture EOI, and the role of festivals and events drive in local cultural engagement, supporting tourism and economic development.

3.3 **Town of Culture 2028 Competition**

3.3.1 On 14 January 2026, the Department of Culture, Media and Sport (DCMS) launched the first UK Town of Culture competition, modelled on the UK City of Culture, to spotlight the contribution towns of all sizes make to the national cultural landscape. The competition aims to strengthen local pride, widen participation in culture, and deliver long term social and cultural benefits.

- 3.3.2 The provided guidance is clear and was backed up by an online session with DCMS on the 21 January 2026, it is crucial to present a compelling local story which uses the catalytic effect of culture to bring people together, reflecting a sense of place, pride and its contribution to the national story. Essentially, what is unique about the town's story (history, culture, environment etc), and how this will be of interest and relevant to the national story. Maldon can demonstrate this through the Battle of Maldon, but also many other elements and themes that can be explored.
- 3.3.3 It is proposed that Maldon District Council supports a UK Town of Culture bid for Maldon Town, with EOI open now and closing on the 31 March 2026.
- 3.3.4 Officers are working with the appointed Culture and Heritage Strategy consultants to develop a compelling narrative, and other parts of the Expression of Interest, alongside work on the Culture and Heritage Strategy, particularly focused at this stage on the story of place. The engagement and consultation undertaken through the Culture and Heritage Strategy development will support this, and there will be further engagement with partners over the next couple of months. Officers are also looking at the extent of the geography for the bid, for example whether to cover the Maldon Town ward boundary, or further into places such as Heybridge and Burnham-on-Crouch.
- 3.3.5 A briefing for All Members will be held on 19 March 2026, which provided the reasoning for choosing the specific locality, and the intention to deliver in a 'hub and spoke' method to ensure delivery is throughout the District. This would be modelled on the successful delivery from Bradford UK City of Culture 2025 to ensure the benefits are felt throughout the District and all residents are able to positively take part.
- 3.3.6 Should the Council progress through the EOI and be announced as a shortlisted place, it would be awarded a grant of £60,000 to support with developing and strengthening a full application. Full application guidance will be published in Spring 2026, including expectations for data submission. Applicants will have up to five months to complete the full application.
- 3.3.7 **APPENDIX 1** of this report, details the key dates and significant benefits for the District, should it apply for the Expression of Interest, and progress through the competition.

4. CONCLUSION

- 4.1 The Council's Culture and Heritage programme continues to make strong progress. Extending the Strategy's engagement and development to June 2026 will enable a more evidence-led document shaped by wider engagement. Securing the Special Event Performance for 2027 and advancing the Town of Culture 2028 Expression of Interest will further strengthen the district's cultural offer and support economic and community benefits.

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

5.1 Supporting our communities

- 5.1.1 The development of the Culture and Heritage Strategy, alongside expanded engagement activities, strengthens opportunities for residents to participate in cultural, creative, and heritage-based initiatives. This work helps build community

pride, enhances wellbeing through cultural and creative health approaches, and ensures local voices shape future cultural provision across the District.

5.2 Investing in our District

- 5.2.1 Extending the strategy's development ensures a comprehensive, evidence-led framework for future cultural investment. The Special Event Performance and Town of Culture 2028 bid demonstrate a commitment to securing high-quality cultural activity and programming that enhances the District's profile and long-term cultural regeneration.

5.3 Growing our economy

- 5.3.1 Major cultural events, a strengthened year-round cultural programme, and a coherent Culture and Heritage Strategy all provide opportunities to boost visitor numbers, support local businesses, and increase spend in the local economy. The work aligns culture, tourism, hospitality and heritage sectors, helping to create new employment opportunities and increased commercial activity.

5.4 Protecting our environment

- 5.4.1 The Culture and Heritage Strategy's focus on environment, nature recovery, and the emerging Regenerative Tourism approach ensures cultural development supports environmental protection and sustainable place-making. By integrating culture with natural heritage (particularly along the Saltmarsh Coast) the work promotes responsible tourism and increased appreciation of the District's unique landscapes.

5.5 Delivering good quality services

- 5.5.1 The coordinated approach between officers, consultants, partners, and stakeholders ensures that cultural services are planned strategically, delivered efficiently, and informed by resident and community needs. Developing the Town of Culture Expression of Interest and improving engagement processes demonstrate a commitment to high-quality, evidence-based service delivery.

6. IMPLICATIONS

- (i) **Impact on Customers** – The programme will broaden access to cultural activity and provide more opportunities for residents and visitors to engage with events and heritage, improving satisfaction and community pride. However, extended development timelines and increased demand linked to major events may delay some benefits or place additional pressure on customer-facing services.
- (ii) **Impact on Equalities** – Expanded engagement and improved cultural programming will support inclusive participation and help ensure diverse communities influence future service design. The main risk is that some groups may still be under-represented if engagement does not reach them effectively, and large events will need careful planning to ensure full accessibility.
- (iii) **Impact on Risk (including Fraud implications)** – Clear governance, delegated authority, and structured project management will help minimise delivery and financial risks, while contracted events provide certainty. Remaining risks include reputational impacts if projects underperform, as well

as standard procurement and contracting fraud risks, which require strong controls and monitoring.

- (iv) **Impact on Resources (financial)** – Cultural activity has the potential to deliver long-term economic benefits through increased tourism, footfall, and investment, and aligning workstreams maximises value. Financial risks include the commitment of event funding, potential cost escalation, and reliance on securing additional external funding to avoid future budget pressures.
- (v) **Impact on Resources (human)** – The work strengthens organisational capacity through cross-department collaboration and consultant support, helping officers deliver more strategically. However, delivery of the Strategy, EOI, and event planning in parallel may place short-term pressure on officer time and require careful workload management. Should the Council be successful in its EOI, additional resource may be required to develop the full application, however, this will be supported via the award bid development grant of £60,000 to shortlisted places.
- (vi) **Impact on Devolution / Local Government Reorganisation** - A strong cultural narrative and evidence base will support the District's positioning in any future regional or governance discussions. The main risk is that any changes arising from reorganisation may require adjustments to delivery structures, governance arrangements or long-term cultural planning. A new authority would be expected to deliver the programme.

Background Papers:

[Strategy and Resources Committee 20 November 2025 – Special Event Performance Funding 2026](#)

[UK Town of Culture 2028 Expression of Interest: Guidance for bidders](#)

APPENDIX 1 [Benefits of supporting a Town of Culture Expression of Interest](#)

Enquiries to: Leanda Cable, Head of Economic Development

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Benefits of supporting a Town of Culture Expression of Interest

Imminent Key Dates

Milestone	Date
Stage 1 - Expressions of Interest Opens	14 January 2026
Stage 1 - Expressions of Interest Closes	31 March 2026

Future Key Dates

Date	Action
Stage 2 – Shortlisting announced	Spring 2026
Stage 2 - Shortlisted places make a full application (£60,000 grant for support)	Spring 2026 – Autumn 2026
Stage 3 - Shortlisted places host and present to the panel	Autumn 2026
Finalists and winner announced	Early 2027
Delivery Period	2028

Direct Financial Benefits

- **Winning Prize:** The overall winner of the UK Town of Culture 2028 title will receive **£3 million** to deliver a six-month cultural programme.
- **Shortlisting Grant:** Any town reaching the shortlist will be awarded **£60,000** to help develop their full bid, supporting research and community consultation.
- **Finalist Funding:** Even if not the overall winner, the two runners-up (one from each size category) will each receive **£250,000** to deliver elements of their bid.

Strategic Alignment with Local Priorities

- **Culture and Heritage Strategy:** The Council is already developing its first-ever Culture and Heritage Strategy (consultation launched in late 2025). A bid for Town of Culture would directly implement this strategy's goal to "celebrate, support, and develop the District's unique identity".
- **Economic Growth:** Successful bids typically lead to increased footfall and local spending. For example, past City of Culture winners saw significant boosts in tourism and private investment.

Social and Community Impact

- **Boosting Civic Pride:** A core aim of the competition is to "restore pride in place" and tell a town's unique story to a national audience.
- **Increased Participation:** The bidding process encourages the Council to work with local residents and grassroots artists to design inclusive programming for those who do not currently engage in the arts.
- **Mental Health and Wellbeing:** Engagement in cultural activities has been shown to improve local residents' wellbeing.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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REPORT of CHIEF EXECUTIVE

to
COUNCIL
26 MARCH 2026

OUTLINE BUSINESS CASE FOR MALDON MUSEUM EXTENSION PROJECT

1. PURPOSE OF THE REPORT

- 1.1 To present the Outline Business Case (OBC) for the Maldon Museum Extension Project and to seek Council approval to progress to a Full Business Case (FBC).

2. RECOMMENDATIONS

- (i) That the Outline Business Case at **APPENDIX 1** for the Maldon Museum Extension Project be approved;
- (ii) That a Maldon Museum Extension Project Board (the Project Board) be set up and Councillors J Driver, A M Lay, R H Siddall, W Stamp and M E Thompson be appointed to it;
- (iii) That the Project Board Terms of Reference as set out at **A6** of **APPENDIX 2** be agreed;
- (iv) That delegation is granted to the Chief Executive, in consultation with the Project Board, to finalise and submit the planning application for this project;
- (v) That the Council supports the development of the Full Business Case to be brought back to a future meeting of the Council, including detailed proposals on capital cost, design, construction programme, and proposed operational management arrangements;
- (vi) That subject to the approval of (v), a revenue budget of up to £329,200 to progress the Full Business Case be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 The Promenade Park Management Plan (PPMP), and associated appendices, were approved by the Strategy and Resources Committee on 12 June 2025 (Minute No. 85 refers) along with a detailed range of projects that are being delivered to improve existing facilities and provide new attractions in the park. Within this, a concept business case for the Promenade Park Museum Development was approved.
- 3.2 Since the PPMP adoption, officers have been progressing the concept business case for the Promenade Park Museum Development to OBC as detailed at **APPENDIX 1**. This identifies that an extension to the existing museum, fits within the PPMP to recognise the park area as a destination, capitalising on the tourist market, visitor attractions and heritage that curate our local history.

3.3 The Outline Business Case for the Maldon Museum Extension Project **APPENDIX 1** clearly sets out the project against a standardised business case model of:

- **Strategic Case** - alignment with Maldon District Council's (MDC) Corporate Plan, priorities and strategies;
- **Economic Case** - ability to demonstrate value for money;
- **Socio-Economic Case** – ability to demonstrate social viability;
- **Financial Case** - the funding arrangements required to support the project;
- **Management Case** - capacity of MDC to deliver this project .

3.4 **Strategic Case**

3.4.1 Maldon District Council's Planning and Licencing Committee in September 2017, adopted the Central Area Masterplan (CAMP) 2017 which identified the opportunity to create new visitor attractions within Maldon's Promenade Park and Hythe Quay, including specifically a "Destination Hub" and the "PPMP". This was identified via intermediate studies, and support was given to providing a new regional restaurant/cafe within Promenade Park (providing much needed under cover seating) which would be combined with a visitor centre and destination point.

3.4.2 The brief for the building has been developed by the Strategic Assets Working Group (SAWG) between October 2025 (concept designs) and February 2026, leading to the formation of the OBC. The core strategic brief demands the following:

- Progression of Option 3 (largest floor area) concept design for the extension, forming three distinct spaces, exhibition/multi-use space; central arrival hub; café
- That the café provides snacks, cold food/hot sandwiches, hot & cold drinks, treats/ice-creams etc. circa 50-55 covers
- The exhibition space must be multi-functional i.e. capable of being reorganised to allow different community use
- The site becomes a destination space and focus to the Promenade Park asset
- Modernisation of the museum facility provide educational/learning opportunities and links to the wider district community including schools and other museums
- The extended facility will be seen as a community use asset and not a commercial enterprise.

3.5 **Economic Case**

3.5.1 The business objective for this project is to improve the visibility and use of a much under-used asset, whilst enhancing the culture and heritage offer in the district. The museum asset sits within the Promenade Park, which is the most important community asset in Maldon, being a destination for district-wide visitors and a substantial tourist attraction, accommodating some half-million visitors per annum.

3.5.2 The Council has debated the economic benefits for this facility and determined that the overriding requirement is to provide a community facility, which provides long term socio-economic value and benefit to the community that also supports the ongoing sustainability of Promenade Park. The operating and management model will be worked up as a part of the FBC, to be brought back to a future meeting of the

Council, based on a shortlist of management options that may include in-house, national or local brand outsourced, local or regional charity models. The FBC will define the contract to be let and the procurement process which, where possible, will utilise existing frameworks.

- 3.5.3 The expectation is that income from the café should offset operational costs and the SAWG recommended, having discussed the overall operating model for the new museum extension, it should combine income-generating activities with community use. Members acknowledged that being operationally cost-neutral is unrealistic. Members recommended that the wider community benefit is the core purpose.

3.6 Socio-Economic Case

- 3.6.1 The Vision is that the site will be developed with culture, heritage and arts attributes at the heart of its viability. Anecdotally, there is evidence that there would be wide interest for the centre to be seen as a site for learning opportunity if it is presented to deliver that feature. Future learning capability will develop as a result of collaboration with schools and like-minded museums once the operational. This collaboration will start as part of the stakeholder engagement during the FBC development.

- 3.6.2 Similarly, there is evidence that an indoor covered, seated cafe experience is missing as a feature within Promenade Park. CAMP and PPMP consultation responses show an improved range of the catering offer, and covered seating are needed. The Action Plan within Promenade Park Management Plan identifies the need to improve and widen catering and seating provision, evidencing that an indoor covered café experience is currently missing from Promenade Park.

- 3.6.3 The Council is currently developing its first Culture and Heritage Strategy and has engaged consultants Cultural Engine to assist with the delivery. They have undertaken a review of the museum project to date and provided valuable feedback (see **APPENDIX 2 - A3**) and their immediate feedback is that “*It represents a major opportunity for heritage development in a town/District with a wealth of history – interpretation and improved exhibitions, engagement, audience development and participation (for example volunteers)*”. This is affirmation that the project is the right thing to do for the district.

3.7 Financial Case

- 3.7.1 If the OBC is approved by the Council to progress to an FBC (also requiring Council approval), the likely funding route will be to use external borrowing. Current estimates suggest that there will be a capital financing requirement of c£3.2m. This is within the Authorised Limit for the Council approved by the Council as part of the February 2026 Capital Investment and Treasury Management Strategy and within Minimum Revenue Provision tolerance in the revenue budget.

- 3.7.2 The outline operating model for the purpose of this document is described. The model assumes an outline operating model which separates different elements of the cost of the facility. The model is only provided in outline and will need to be tested further as part of the preparation of an FBC.
- Capital (build) costs are estimated to be £3.2m. It is assumed that this will be funded through external borrowing, with a circa 5% interest rate. The amount will be repaid through annual amounts set aside equal to 1/25th of the total capital cost, being the Minimum Revenue Provision. This will mean that at the end of the 25 years expected life of the asset (the museum) that the full amount of £3.2m plus 5% per annum (fixed) interest will have been repaid.

- Core operating costs describe the necessary costs of maintaining the infrastructure and functions of the new facility. The proposed operating model assumes that the management of the facility is provided through a third party contractor, either on a commercial or a not-for-profit basis (to be decided through the FBC development). The income to the Council from the contractor will be assumed to meet the running costs incurred by the Council as landlord.
- One-off operating costs describe the necessary costs of occasional events; for example, education or artistic events, community events, or food retail. For the purpose of the financial model, it is assumed that the occasional cost of events is covered through the income generated. There may be cross subsidy between product lines, events, or different customer groups.

3.8 Management Case

- 3.8.1 The project is being delivered by experienced officers who understand and use recognised management tools and techniques to ensure successful outcomes. The key principles covered are time, cost, quality, resource and risk and the approach to each is summarised below. In addition, communications and stakeholder management are an essential element of this project and strategies for managing this are in development.
- 3.8.2 The external project team, designers and specialists, are engaged in project governance through specifics for the Council and their own professional standards. A draft project structure chart, which includes the formation of a Project Board, can be found at **APPENDIX 2 - A5**. This will evolve as detail emerges.
- 3.8.3 The Project Board is a vital component through which recommendations can be acted upon and decisions pertaining to the project be made at executive level. The Project Board will report to Council and a verbal update provided at each meeting throughout the municipal year.
- 3.8.4 The project team will work closely with the Council's Lead Specialist for Procurement to develop an overall procurement strategy to support the project. Where possible, procurement frameworks will be utilised for efficiencies and delivery assurance.

3.9 Risks

- 3.9.1 There is a clear risk acknowledged in the proposals relating the time constraints arising from Local Government Reorganisation (LGR) and the related preparatory arrangements. The Council is able to make this decision under current rules, but subsequent decisions may require wider agreements to be secured. Similarly, the timescales are currently planned to secure full delivery before LGR takes place, which is a reasonable objective if challenging. More detailed planning may identify shorter timescales which will help to secure the completion within the lifetime of the Council.

4. CONCLUSION

- 4.1 There is a clear opportunity to fulfil a long-held ambition for the district with an improved offering, that the addition of a substantial extension and refurbishment of the existing museum, which will enhance the Promenade Park asset, creating wider interest and attraction to the area.

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

5.1 Investing in our District

- 5.1.1 The agreement to the development of this business case provides an opportunity to enhance visitors' experience and contribute to their perception of quality which will encourage longer stays and increase spending within the park.
- 5.1.2 If this project proceeds it will allow the Council to modernise an asset and make it fit for purpose to meet our stakeholders needs.

5.2 Growing our economy

- 5.2.1 To enhance visitors' experience and contribute to their perception of quality which will encourage longer stays and increase spending within the park.

5.3 Protecting our environment

- 5.3.1 The proposal will use environmentally considerate materials but also be mindful of impact on the ecology within the park and taking action to protect this

6. IMPLICATIONS

- (i) **Impact on Customers** – No immediate impact at this outline stage.
- (ii) **Impact on Equalities** – No immediate impact at this outline stage.
- (iii) **Impact on Risk (including Fraud implications)** – As set out in the business case at **APPENDIX 2 - A8**.
- (iv) **Impact on Resources (financial)** – In total, the full project is estimated to cost £400,000 to complete the Full Business Case and £2.8m for the capital build. If the project does not continue, there is a risk of writing off the costs associated with the developing the Full Business Case. The borrowings to deliver the project are deemed affordable.
- (v) **Impact on Resources (human)** – The budget includes costs to procure additional resources to support Council officers to deliver the business case.
- (vi) **Impact on Devolution / Local Government Reorganisation** - The Outline Business Case will not impact on Devolution or LGR. Any final decision may require the consent of any new strategic authority. This will depend upon the total cost of the project and the terms of any limits set by Section 24 Local Government and Public Involvement in Health Act 2007.

Background Papers:

- [Central Area Master Plan Supplementary Planning Document](#)
- [Promenade Park Management Plan](#)
- [Minutes of Strategy and Resources Committee June 2025](#)
- **APPENDIX 1** Outline Business Case Maldon Museum Extension Project

- **APPENDIX 2** Background Papers as detailed below:
 - A1 Detailed Construction / Cost Breakdown
 - A2 A25726 ABA Design Statement (images)
 - A3 Cultural Engine Feedback
 - A4 Economic Impact of Tourism - Maldon 2024 Report
 - A5 Resource structure chart
 - A6 Maldon Museum Extension Project Board Terms of Reference
 - A7 Master Programme (Gantt Chart)
 - A8 Risk Management Plan
 - A9 2025 Concept Design Business Case
 - A10 ABA Museum Presentation Concept Design November 25
 - A11 Promenade Park Management Plan Project Delivery Design Catalogue
- Agenda Item 13 to this meeting - A12 Museum Extension - OBC Financial Breakdown REV_2 March 26 - Private and Confidential by Virtue of Section 100 (4) Schedule 12A of the Local Government Act 1972 as defined in Paragraph 3 of Part 1.

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MALDON DISTRICT COUNCIL
APPENDIX 1: Outline Business Case
FOR
MALDON MUSEUM EXTENSION PROJECT

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Introduction

This document provides an outline of the proposed business case to extend and renovate the existing museum located at the Promenade Park in Maldon. The proposed changes are not of a particularly complex nature, time-consuming or expensive in construction terms. The Council is considering this project as it will help ensure that the Maldon Town area continues to be a vibrant centre for residents and visitors of all ages. While the practicalities of the scheme explicitly acknowledge Local Government Reorganisation (LGR), they are not driven by the LGR timetable – these proposals have been under discussion for several years and are now being prioritised ahead of LGR.

This document is based on a recognised business case model, considers and is aligned to the Treasury ‘Five Case’ approach:

1. Strategic fit; alignment with Maldon District Council’s (MDC) Corporate Plan, priorities and strategies
2. Economic fit; ability to demonstrate value for money
3. Management fit: capacity of MDC to deliver this project and other resources expected to be needed
4. Socio-Economic fit; ability to demonstrate social viability; evidence that those active in those markets have a track record or success; compatibility with other comparable offers in the local vicinity
5. Financial fit; the funding arrangements required to support the project based on current information and assumptions

This document also outlines the next steps required to progress the project including:

- The recommendations on 26 March 2026 to the Council being:
 - (i) That the Outline Business Case at **APPENDIX 1** for the Maldon Museum Extension Project be approved.
 - (ii) That a Maldon Museum Extension Project Board (the Project Board) be set up and Councillors J Driver, A M Lay, R H Siddall, W Stamp and M E Thompson be appointed to it.
 - (iii) That the Project Board Terms of Reference as set out at **A6** of **APPENDIX 2** be agreed.
 - (iv) That delegation is granted to the Chief Executive, in consultation with the Project Board, to finalise and submit the planning application for this project.
 - (v) That the Council supports the development of the Full Business Case to be brought back to a future meeting of the Council, including detailed proposals on capital cost, design, construction programme, and proposed operational management arrangements.

(vi) That subject to the approval of (v), a revenue budget of up to £329,200 to progress the Full Business Case be agreed.

- Background of previous discussion with the Strategic Assets Working Group
- LGR context and dependencies arising
- Development of the full business case in late 2026 to be brought back to a future meeting of Council, to include detailed proposals on cost, design, construction programme and proposed operational management arrangements.

Outline Business Case (OBC) and Full Business Case (FBC) Objectives

The following table sets out what each business case seeks to achieve

Outline Business Case	Full Business Case
Sets out the background, vision and brief to the project	Will seek approval to the final design and operational management arrangements of the facility
Identifies project development funding requirements at key stages	Will seek approval to funding based on the Stage 4 detailed design
Sets out key milestones and dates	Will seek approval to procure a works contract
Seeks approval to early-stage funding of up to £329,200 to FBC stage	Will recommend the decision to award a works contract where appropriate
Seeks approval to the establishment of a governance project board reporting to Strategy & Resources Committee	Will consider the LGR context and dependencies arising
Sets out the project governance and strategic risk profile of the project	Will consider other recommendations that may be apparent at the time
Confirms the steps taken to date and member engagement on these Strategic Asset Working Group (SAWG) as well as confirming their preferred route forward for Council consideration.	Will include the overall procurement strategy for the project.
Identifies the proposed funding route based on current cost estimates.	Identifies the preferred funding route based on latest cost estimates, including revenue costs (one-off and ongoing) and capital costs.
	Will include proposed future management arrangements consistent with the new asset and its objectives.

Programme

The timescale for delivery is constrained by LGR agenda due to take effect in April 2028, with a minded to decision from Government in March 26. The current programme indicates that it is possible to achieve completion and handover of the asset by this time however, this is a very challenging timetable, and there is risk in terms of the Council being able to make rapid decisions and agree a procurement process consistent with the programme, as any delays will affect the delivery date. (see **Appendix 2 - A8 Risk Management Plan**)

Key Milestone dates: The following table sets out the key milestones based on the project programme which can be found at **Appendix 2 - A7**

Milestone	Planned Completion Date
Outline Business Case	26 March 2026
Stage 3 Planning Submission	28 April 2026
Full Business Case Submission (Stage 4 Design)	30 September 2026
Planning Decision	20 July 2026
Procurement	February 2027
Start on Site	March 2027
Completion and Handover	April 2028

Strategic Case - Background to the Project

Maldon District Council's Planning and Licencing Committee in September 2017, adopted the Central Area Masterplan (CAMP) 2017 as a Supplementary Planning Document. The CAMP identified the opportunity to create new visitor attractions within Maldon's Promenade Park and Hythe Quay, including specifically a "Destination Hub" and the "Promenade Park Management Plan (PPMP)". This was identified via intermediate studies^{1 2}, and support was given to providing a new regional restaurant/cafe within Promenade Park providing much needed under cover seating, which would also be combined with a visitor centre and destination point.

The PPMP agreed on 12 June 25 referenced the CAMP and the opportunity to bring forward a project for a Destination Hub – combined visitor centre and restaurant.

The PPMP was informed by a robust public consultation, which highlighted that food outlets are in top 5 of things that public come to Promenade Park for, and a wider range of food outlets appear in the top 3 improvements the public would like to see.

Consequently, this outline business case has a strong policy basis, and the proposed project is supported by a recent public consultation.

The Council is producing a Promenade Park "Project Delivery Design Catalogue" (see **Appendix 2 - A11**) that sets out a cohesive strategy for corporate design within

¹ [Maldon and Heybridge Central Area Intermediate Study](#)

² [Options for Regeneration of Maldon Historic Waterfront](#)

the park and is scheduled to be approved at operational level imminently future following inclusion of peer review comments. This document will assist in the design development of the museum project, particularly around branding and marketing. The following extract sets out the rationale for this work:

The Promenade Park Management Plan – Project Delivery Design Catalogue provides design guidance to ensure consistency, quality, and coherence across all projects delivered within Promenade Park. The document supports the implementation of the Promenade Park Management Plan by setting out clear design principles, standards, and approved specifications to guide future improvements and investment.

The catalogue establishes a strong strategic context aligned with the Maldon and Heybridge Central Area Masterplan and the Council's Corporate Plan, embedding core principles of sustainability, inclusivity, accessibility, heritage preservation, and user experience. It provides practical guidance on branding, materials, spatial layout, sustainability, safety, planting, and asset selection, alongside approved furniture and fittings to be used across the park.

Overall, the document acts as a practical reference tool for officers, designers, and contractors, helping to deliver high-quality and visually cohesive projects that protect the park's historic character and enhance visitor experience.

Due to the forthcoming LGR affecting Essex, it would be desirable for the Council to conclude any substantial improvements before LGR takes effect in April 2028. During this period, we anticipate working with the Shadow Authority, from May 2027, in developing the museum scheme, to ensure a smooth transition of the improved asset into the new unitary authority. The intention is that a viable management and operational model is in place and running at the time of transition to the new unitary authority in April 2028 to enable the new authority to focus on its medium-term financial strategy priorities.

Development of the Business Case

Progress on developing a business case in 2025 led to a concept design with agreement to develop the selected Option 3 large plan design, to RIBA (Royal Institute of British Architects) Stage 3 Planning application. Current funding of £48,000, approved by the Strategy and Resources Committee on 12 June 2025³, only allows for the architectural input and additional funds of £140,000 are required for input by other consultants to reach the next phase, RIBA Stage 3 Planning submission.

The original brief is for an extension to the existing museum to create a destination hub in the park. Since October 2025, the concept drawings have been developed, and the Council has designed a scheme to provide a café, additional

³ [Minutes of Strategy and Resources Committee 12 June 2025](#)

exhibition/flexible space and an arrival hub with small retail point, garden access, reception and wayfinding. The current design is for the new building to be physically connected to the existing Edwardian site; the arrival hub will be located central to both the museum exhibition/flexible space, and the café will overlook prime views of the park and riverside vista.

The new building extension would act as a multi-use hub for the town's attractions as a whole and particularly for community functions. The exhibition space will comprise modern "mobile" exhibits capable of being reorganised to allow the space to be repurposed for community activity. The site will provide a focus for tourists, telling the story of the town and maritime history and providing orientation to the series of sites of interest. This 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. The multi-use space could include facilities for exhibition and conference space; the café will offer simple food and drinks but will not be a full restaurant facility as this would significantly alter the size and scope of the building and be a potential competitor to local trade.

The arrival (reception) hub will contain associated retail, seating, wayfinding, tourist information and entry to the café and exhibition spaces. The tourist information point will complement that which is currently provided at the Maeldune Centre. The original High Street Tourist Information Centre closed in 2017.

The existing museum building will be refurbished as an integral part of the new exhibition space, potentially with learning/community space at ground floor level and storage/ancillary space at first floor. The completed site will enhance the quality of the Promenade Park offering to tourists, leisure vessels to the sailing community and create a unique space presenting Maldon's maritime heritage and association with Thames Barges.

Most recent discussions have considered that the original brief, to focus on the purpose of creating an extension to the museum, is missing an opportunity to take advantage of the building's ability to deliver a broader cultural agenda, one that includes provision for the arts, music, local and district heritage. The current designs can be adapted to ensure that heritage, culture and the arts are the focus of the building's purpose. It is a realistic idea that the building could host a range of music and art events, linking the amphitheatre and other areas of the park. There are successful venues in Essex and these are worth the Council's consideration. Two such venues are within easy access to Maldon, being the Braintree District Museum and Firstsite Colchester.

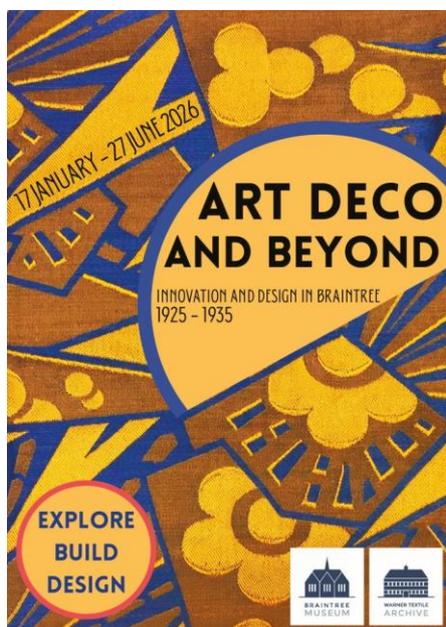
Links to the websites and some images of events and exhibitions are offered below:

[Braintree District Museum](#)

IMG 1 Braintree Museum Displays⁴



IMG 2 & 3 – Braintree Exhibitions & Events⁵



⁴ Copyright Braintree District Museum Trust

⁵ Copyright Braintree District Museum Trust

Firstsite, Colchester

IMG 4, 5 & 6 – Exhibitions & Events⁶

 <p>Exhibitions FREE</p>	<p>Tim Noble & Sue Webster: Love and Hate at Firstsite</p> <p>THURSDAY 09 NOVEMBER 2023 - SUNDAY 27 SEPTEMBER 2026</p> <p>In this presentation, seven light sculptures by Noble & Webster illuminate areas of the Firstsite building with pops of glimmering colour.</p> <p>FIND OUT MORE →</p>
 <p>Courses, Clubs & Classes</p>	<p>Origami Workshop</p> <p>FRIDAY 13 MARCH 2026 7:00 PM MORE TIMES AVAILABLE</p> <p>In our Origami Workshop, Lu Yu will guide you step by step through the creation of specific origami shapes in this ancient art form!</p> <p>FIND OUT MORE →</p>
 <p>Talks & Events</p>	<p>The Firstsite Art Fair</p> <p>SATURDAY 18 APRIL 2026 10:00 AM - 5:00 PM</p> <p>The Firstsite Art Fair brings together a diverse range of artists, collectors, art lovers and all who are simply curious about art.</p> <p>FIND OUT MORE →</p>

⁶ Copyright Firstsite Limited

IMG 7 – Firstsite Building⁷

It is important to understand that changing focus of the Council's Vision does not mean abandoning the historic links to the old museum.

Strategic Brief and Vision

The brief for the building has been developed by the Strategic Assets Working Group (SAWG) between October 2025 (concept designs) and February 2026 leading to the formation of this outline business case. The core strategic brief demands the following:

- Progression of Option 3 (largest floor area) concept design for the extension, forming three distinct spaces, exhibition/multi-use space; central arrival hub; café
- That the café provides snacks, cold food/hot sandwiches, hot & cold drinks, treats/ice-creams etc. circa 50-55 covers
- The exhibition space must be multi-functional i.e. capable of being reorganised to allow different community use
- The site becomes a destination space and focus to the Promenade Park asset
- Modernisation of the museum facility provide educational/learning opportunities and links to the wider district community including schools and other museums
- The extended facility will be seen as a community use asset and not a commercial enterprise. It needs to be capable of covering its operating costs and a management structure will be created that allows the facility to be handed over to the new LGR unitary authority at the appropriate time

The original Vision: A regenerated museum site with new facilities has the potential to provide a substantial positive impact for the district; its cultural importance and fulfilment of a long-term project within CAMP cannot be overstated. To this end the brief will encompass the emerging work of the Culture and Heritage Strategy and its

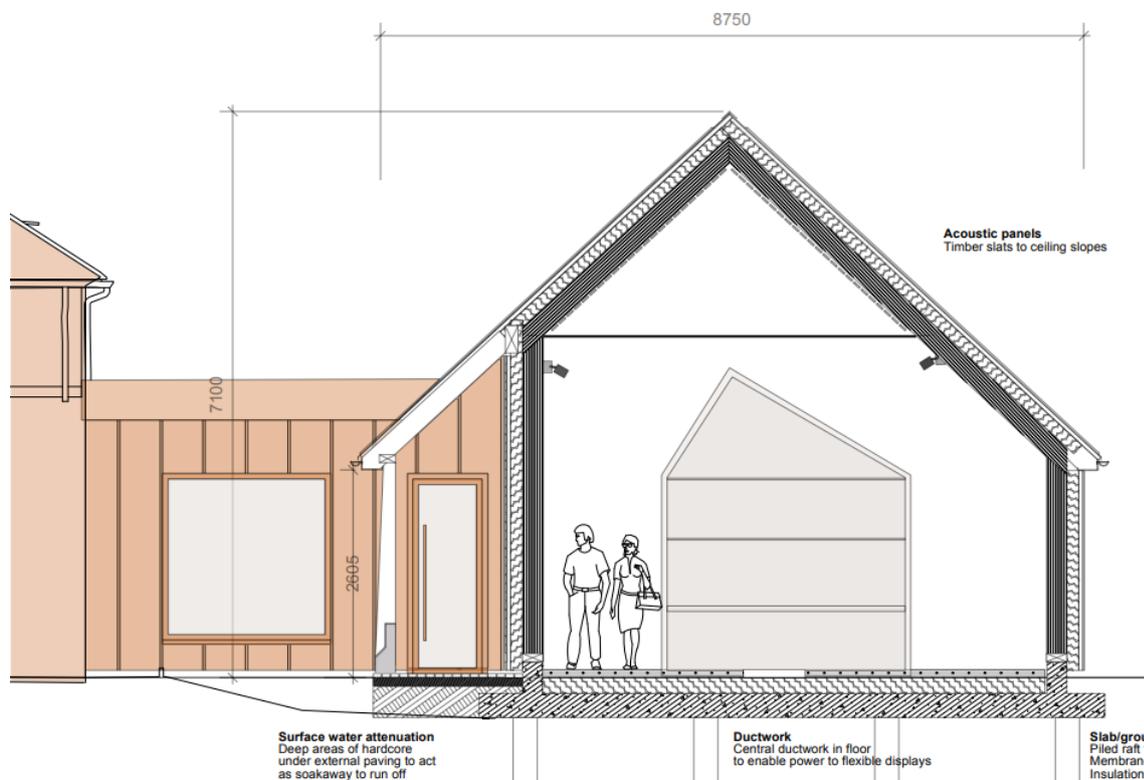
⁷ Copyright Firstsite Limited

integration into this project will help develop the branding, promotion and publicity, ensuring the community and tourists see a positive benefit from its creation. If the OBC and the Town of Culture application are approved, the activation of the site will be incorporated into the Council's Town of Culture submission, which will be delivered in the same year, 2028. In addition, the wider ambition for the scheme should set out how the building can attract and host arts and music events, alongside showcasing the district's unique heritage and history. This broader cultural role will help ensure the project delivers long-term community and visitor benefits.

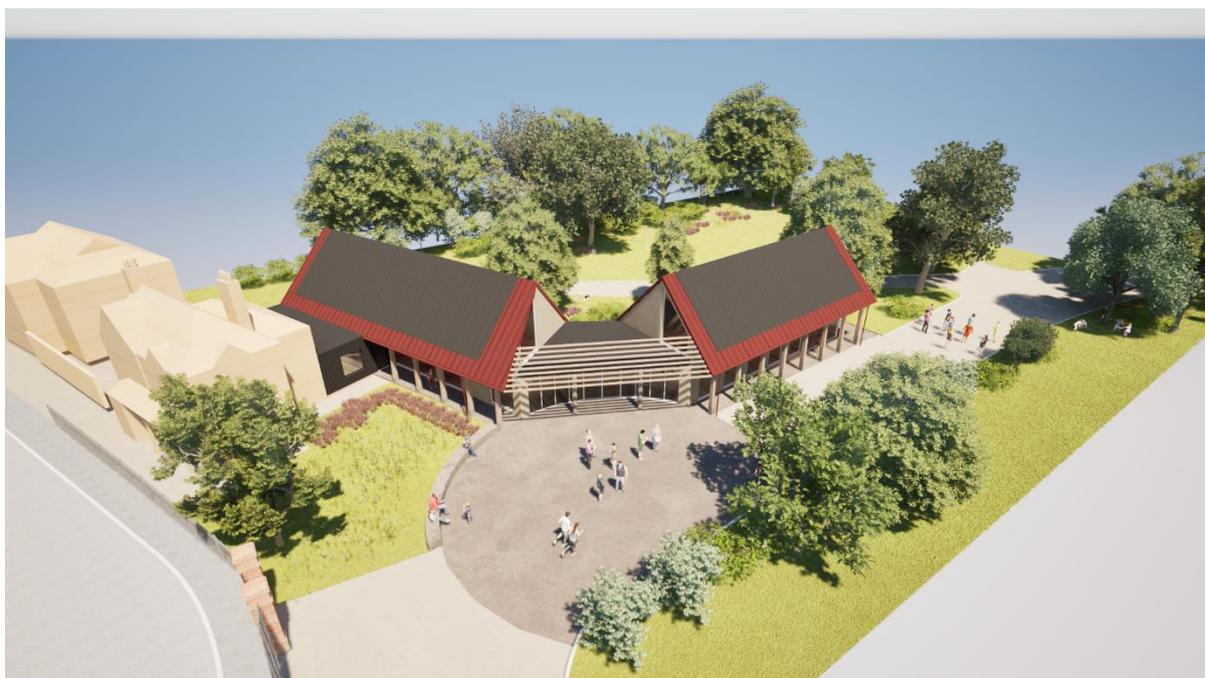
Through consultation with SAWG, the following images (IMG 8 to 13) demonstrate design development of the Vision so far, up to the end of February 2026, Feasibility Design Stage. Design work will continue to reach sufficient detail for the next stage full Planning application at the end of April 2026. Initial ideas included outline drawings for 'small', 'medium' and 'large' scale proposals. IMG6 is the preferred concept design for comparison and reference further to SAWG discussions.

Further information and images are presented in the architects Design Statement at **Appendix 2 - A2** and the original concept options and images at **Appendix 2 - A10**.

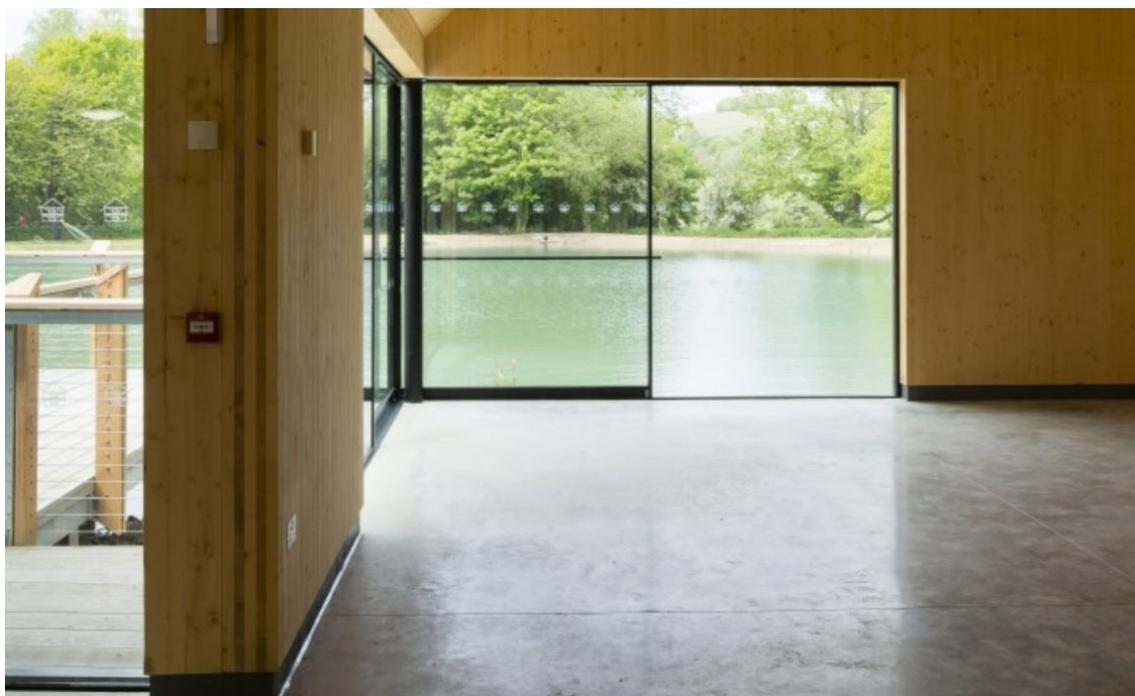
IMG 8 - Section through Exhibition space



IMG 9 – Axonometric (3D) projection



IMG 10 - Example interior finish & outlook



IMG 11 – Axonometric (3D) projection looking at south elevation (from river)



IMG 12 – Example cafe interior



IMG 13 – Option 3 Concept



Background and timeline of development of proposed scheme

Date	Key milestones/ actions
12 June 25	PPMP approved with this project as a potential project
12 June 25	S&R Committee considered a report to allocate budget to develop this project to RIBA Stage 2/3 with concept designs
October 25	Concept Designs Presented to SAWG
November 25	SAWG meeting focused on progressing concept design, and providing a steer on progressing of design
January 26	SAWG meeting to focus on key elements of the scheme to inform development of an outline business case.

The concept design brief (October 2025) looked at three options broadly comparing plan area as a small, intermediate and large design. (see **Appendix 2 A10**). An additional SAWG meeting was held on 14 November to focus specifically on the development of the Concept designs. SAWG Members selected the large design and instructed officers to develop this to planning submission by end April 2026. The images above are a development of the original concept drawings and in essence retain the broad arrangement of space and style envisaged in the concept. The rationale for this selection is based on the recognition that for the site to be truly functional as a destination hub and answer to public feedback on the future of Promenade Park and its assets, it needs to provide a cafe, visitor centre and modern

flexible space for schools or other groups to use for events and generate income. Options 1 & 2 would be physically unable to deliver that level of spatial functionality. The options were discussed at SAWG on 14 November 2025 and identified that only option 3 would be able to deliver those outcomes and importantly, would demonstrate that the Council has listened to public feedback on the future of Promenade Park and its assets.

Economic Case - Business Purpose & Corporate Objectives

The business objective for this project is to improve the visibility and use of a much under-used asset, whilst enhancing the culture and heritage offer in the district. The museum asset sits within the Promenade Park, which is the most important community asset in Maldon, being a destination for district-wide visitors and a substantial tourist attraction, accommodating some half-million visitors per annum.

The Council has debated the economic benefits for this facility and determined that the overriding requirement is to provide a community facility, that provides long term socio-economic value and benefit to the community that also supports the ongoing sustainability of Promenade Park. The operating and management model will be worked up as a part of the FBC, to be brought back to a future meeting of the Council, based on a shortlist of management options that may include in-house, national or local brand outsourced, local or regional charity models. The FBC will define the contract to be let and the procurement process.

The expectation is that income from the café should offset operational costs and the SAWG recommended, having discussed the overall operating model for the new museum extension, it should combine income-generating activities with community use. Members acknowledged that being operationally cost-neutral is unrealistic. Members recommended that the wider community benefit is the core purpose.

The design of the building will answer to current legislative demands for energy efficiency and will include proportionate additional measures for further improvements where they are affordable. Together these measures will minimise the Council's exposure to the ongoing financial contribution of the asset. Modelling of the operational cost will be presented at FBC.

The museum project when considered alongside other improvements being delivered as part of the PPMP, is a logical extension to the wider culture and tourism of the district and will add to the economic potential measured in the Economic Impact of Tourism report 2024 (see **Appendix 2 - A4**).

There is a clear opportunity to fulfil a long-held ambition for the district with an improved offering in that the addition of a substantial extension and refurbishment of the existing museum will enhance the Promenade Park asset, creating wider interest

and attraction to the park. The new site will offer a modernised museum exhibition space capable of being reorganised as a multi-use community space; a central visitor arrival hub with tourist information, gardens and café. The breakdown of expenditure for day visitors is evidenced to be 44% on food and drink, with an average overall daily spend of £40.59.

In this way value for money can be demonstrated by its popularity and use rather than on the basis of income generation and/or profitability. This translates into success measures which are best presented as follows:

Measuring Success

Success measures	
Benefit	Potential Measure
Increased footfall to Promenade Park	Surveys and visitor count
Increased learning opportunities for schools	Engagement with schools and visits hosted (number of visits, number of students per visit)
Provision of community/event space and local events being held in Promenade Park	Year on year improvement in numbers of events held on the site
Under cover café and seating	New provision, footfall
Improved museum exhibition facility	Number of visitors
Improved public perception of Maldon	Yearly resident survey data
Improved public perception of Promenade Park	Yearly resident survey data
Shadow authority confidence of the Council's ability to successfully create assets and maintain sustainable/viable facilities	Encapsulated within measured benefits
Financial	<p>The measurable financial results will include</p> <ul style="list-style-type: none"> - Cost of construction and financing, depreciated over the expected life of the museum - Core running costs (management and core staffing, utilities, routine site repairs and maintenance) - Periodic running costs (staffing and supplies for educational purposes, food preparation/retail, events or exhibitions etc)

Corporate Objectives

HOW THIS PROJECT SATISFIES OUR CORPORATE OBJECTIVES		
Priority	Outcome	Meeting the outcome
Investing in our district	Providing a better place for residents, businesses and visitors	Investing in the Parks assets for long term use (including pre-emptive investment to safeguard public assets into the years following LGR)
	Investment in culture, improving our offering to residents, businesses and visitors	Modernising an asset to ensure it remains fit for purpose and meets our stakeholders needs i.e. ability of the space to provide learning opportunities, flexibility and improve the building fabric of the original museum including regulating the atmospheric conditions to prevent damage to vulnerable exhibits
Growing our economy	An increase in visitor numbers who stay longer and spend more	<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. Providing another opportunity which will be supported by local people who will be needed to staff, cater and service the premises once operational
Protecting our environment	Limits the impact of climate change and improves sustainability	Using environmentally considerate materials
	Shows Climate Leadership to our residents and businesses	Being mindful of impact on the ecology within the park and taking action to protect this

Benefits Summary

Financial

- Increased footfall to Promenade Park and town centre and tourist interest; promoting additional expenditure from seasonal visits to benefit the high street and other local businesses; sustaining and supporting the local business base.
- Attracting tourist revenue by acting as a destination point for Promenade Park; promoting additional visits to Maldon Town and other parts of Maldon district.
- Provides a small number of employment opportunities.
- Minimise building energy and maintenance costs through design

Socio-Economic

- Engagement with wider district culture and heritage destinations and assets including other museums, to promote and publicise heritage, history and tourism
- Engagement with local schools to offer learning opportunities
- The project aligns with two of the Government's Pride in Place aims of "Build Stronger Communities" (fostering belonging, safety, and social trust) and "Create thriving places" (improving high streets, public spaces, and local amenities).
- Overall, the project will lead to improving perceived quality of the area and surroundings and to a general raising of standards

Measurement

- Public and stakeholder surveys to provide feedback identifying successes and opportunities for improvement and/or changes
- Data relating to footfall, visits etc. Stakeholder feedback. Engagement with local stakeholders (e.g. schools, community groups etc).

Socio-Economic Case

Local Context

If the facility were to lead as a "culture, heritage and arts centre" it would add a substantially beneficial, different and extended dimension to the tourist and Promenade Park landscape. It could a gateway to the wider district coastline and maritime heritage, the idea of the facility as a destination point becomes reality.

The Vision is that the site will be developed with culture, heritage and arts attributes at the heart of its viability. Anecdotally, there is evidence that there would be wide interest for the centre to be seen as a site for learning opportunity if it is presented to

deliver that feature. Future learning capability will develop as a result of collaboration with schools and like-minded museums once the operational. This collaboration will start as part of the stakeholder engagement during the FBC development.

Similarly, there is evidence that an indoor covered, seated cafe experience is missing as a feature within Promenade Park. CAMP and PPMP consultation responses show an improved range of the catering offer, and covered seating are needed. The PPMP identifies the need to improve and widen catering and seating provision, evidencing that an indoor covered café experience is currently missing from Promenade Park.

The Council is currently developing its first Culture and Heritage Strategy and has engaged consultants Cultural Engine to assist with the delivery. They have undertaken a review of the museum project to date and provided valuable feedback (see **Appendix 2 - A3**) and their immediate feedback is that *“It represents a major opportunity for heritage development in a town/District with a wealth of history – interpretation and improved exhibitions, engagement, audience development and participation (for example volunteers).”* This is affirmation that the project is the right thing to do for the district.

The museum lies at a critical position connecting the historic town of Maldon to the wider landscape of the Blackwater Estuary, a Site of Special Scientific Interest (SSSI), a Special Protection Area (SPA) and bears the International Designation as a RAMSAR site; this is a landscape famous for salt, oysters and rich, ancient history, especially Viking invasions. The Promenade Park is well used by families, dog walkers and joggers and offers a range of paid, and free activities. During the summer it is home to well-known music events, such as Soutasia. Whilst the museum sits high above the water level the eastern corner provides glimpses of this estuary and the views towards Northey Island.

The existing museum does not have a defined brand or strong physical or digital presence. Definition and refinement of this brand at the inception of this project is key to success. Other successful, small museums have a strong branding, active presence on social media and regular website updates. In Essex, the most popular accredited museums of a similar nature are [Southend Pier Museum](#) (15,189), [Saffron Walden Museum](#) (14,000 est.) and [Southend Central Museum](#) (12,850)⁸. Within the locality, there is the [Combined Military Services Museum](#) and [Museum of Power](#)⁹. In reported data, there are seven accredited and unaccredited museums¹⁰, alongside other significant culture and heritage venues.

The Maldon Museum in the Park, managed by Trustees and run by volunteers, currently operates on a seasonal basis, from Good Friday to end of October. It offers a range of permanent and special exhibitions; children’s art and crafting sessions;

⁸ [Visit England Annual Attractions Survey 2024 Full Trends Report](#)

⁹ [Arts Council UK Museum Accreditation Scheme](#)

¹⁰ [Birkbeck University of London, Mapping Museum Database](#)

off-site tours¹¹. The museum currently attracts up to 3,000 visitors per year, a relatively low number given the location in Promenade Park.

Cohesive branding of Promenade Park assets is currently being assessed and updated as a distinct project and the museum needs to be considered in the same context.

The museum should also reflect the cultural heritage of the wider district and environment and to this end the project is working closely with the strategic initiative of this work.

The heritage and museum project is a unique opportunity for Maldon, in addition to its local history, to capitalise on its maritime heritage which will strengthen and showcase the area's unique identity across the region. Public perception data, TripAdvisor¹², lists the top similar attractions to visit in Essex which includes the Combined Military Services Museum at nr. 3 and being the only district museum in the top 10. None of the museums listed focus on maritime heritage. Maldon Museum sits at nr. 41 of 123 (so is in the top third).

Financial Case - Breakdown & Analysis

This OBC seeks to approve the following actions and expenditure:

- Formation of the Maldon Museum Extension Project Board (the Project Board) in accordance with the Terms of Reference, **Appendix 2 - A6**
- The Project Board will be required to assess recommendations and respond to decision requirements within short timescales
- The Project Board will comprise of five Members proposed from the Strategic Asset Working Group: Councillors J Driver, A M Lay, R H Siddall, W Stamp and M E Thompson be appointed to it and three senior officers, in accordance with the Terms of Reference, **Appendix 2 - A6**
- Initial authorisation for the project team to proceed as far as FBC requiring a budget of up to £329,200 in total, including contingency, and the costs for Stage 3 Planning Application by 28 April 2026 of **£140,000** (see tables at Fig 1 and 2)
- Total funding package estimated as **£3.2m** as per A12 Financial Analysis (private and confidential and at Agenda Item 13 to this meeting) Fig.1. Full costs will be included in the FBC to be brought back to a future meeting of the Council. The access to funding is included in the February 2026 Capital Investment Strategy but the capital strategy requires separate permission to proceed for each scheme.
- Approval sought for global budget envelope and to be managed by the Project Board including change control within budget parameters and escalation of

¹¹ [Charity Commission Trustees Report 24/25](#)

¹² THE 10 BEST Essex History Museums (2026) – Tripadvisor

issues to Council where they fall outside of the Project Board Terms of Reference.

- Lease of permanent storage space for museum artefacts (requirement to be confirmed).
- Engagement with current The Maldon Museum in the Park Trust to catalogue and identify acquisition/disposal of exhibits pending new museum requirements.

The following table simplifies and summarises how the required capital is apportioned

Activity	Cost
Construction Cost	£1,986,000
Design & Project Management	£616,000
Contingencies	£579,000
Total	£3,181,000

With deeper analysis at a later stage, officers believe there could be circa £100,000 - £300,000 further reduction in capital required.

Capital Funding

If the OBC is approved by the Council to progress to an FBC (also requiring Council approval), the likely funding route will be to use external borrowing. Current estimates suggest that there will be a capital financing requirement of c£3.2m. This is within the Authorised Limit for the Council approved at Council in the February 2026 Capital Investment and Treasury Management Strategy and within Minimum Revenue Provision tolerance in the revenue budget.

Approval of the FBC will include a clear financing strategy that will require simultaneous approval.

As previously mentioned, initial project preparation costs of £48,000, were already approved at Strategy and Resources Committee 12 June 2025. A further £140,000 is required, as outlined in this OBC to develop from concept to planning application.

The worksheets in **APPENDIX 2 Museum Extension - OBC Financial Breakdown REV_2 March 26**¹³, detail the following:

- OBC Full Breakdown – full stage breakdown of the OBC costs

¹³ *Private and Confidential by Virtue of Section 4 Schedule 12A of the Local Government Act 1972 Paragraph 3 and found at Agenda Item 13.*

- Stage 3-4 Costs - the breakdown of total costs for milestones Stage 3 Planning and Stage 4 FBC

Figures for Stage 3-4 indicative based on industry data - no procurement work has yet been done for later design stage services or construction.

The outline operating model for the purpose of this document is described below and in the following table. The model assumes an outline operating model which separates different elements of the cost of the facility. The model is only provided in outline and will need to be tested further as part of the preparation of an FBC.

- 1) Capital (build) costs are estimated to be £3.2m. It is assumed that this will be funded through external borrowing, with a circa 5% interest rate. The amount will be repaid through annual amounts set aside equal to 1/25th of the total capital cost, being the Minimum Revenue Provision. This will mean that at the end of the 25 years expected life of the asset (the museum) that the full amount of £3.2m plus 5% p.a. (fixed) interest will have been repaid.
- 2) Core operating costs describe the necessary costs of maintaining the infrastructure and functions of the new facility. The proposed operating model assumes that the management of the facility is provided through a third party contractor, either on a commercial or a not-for-profit basis (to be decided through the FBC development). The income to the Council from the contractor will be assumed to meet the running costs incurred by the Council as landlord.
- 3) One-off operating costs describe the necessary costs of occasional events – for example, education or artistic events, community events, or food retail. For the purpose of the financial model, it is assumed that the occasional cost of events is covered through the income generated. There may be cross subsidy between product lines, events, or different customer groups.

cost type	assumptions	overall £000s	annual £000s
1) capital costs			
build costs	based on fig 1 £3,021k	3,021	121
finance costs	assumed 5%	151	6
capital costs	assumed 25 year asset life, so annual cost of capital will be 1/25th of the total (£3.172m/25)	(3,172)	(127)
2) core operating costs			
core operating costs	assumes a manager plus 2 part-time support staff, assumes local govt terms and conditions (prudent) so may be lower cost or different staff mix		150
core operating incomes	income from operating contract holder		(150)
<u>net core operating costs</u>			<u>0</u>
3) one-off operating costs			
one-off costs	assumed costs of educational, artistic, or food retail activities		20
one-off incomes	net retained receipts arising from income-generating activity		(20)
<u>net one-off operating costs</u>			<u>0</u>

Management Case

Project Governance

The project is being delivered by experienced officers who understand and use recognised management tools and techniques to ensure successful outcomes. The key principles covered are time, cost, quality, resource and risk and the approach to each is summarised below. In addition, communications and stakeholder management are an essential element of this project and strategies for managing this are in development.

The external project team, designers and specialists, are engaged in project governance through specifics for the Council and their own professional standards. A draft project structure chart, which includes the formation of a Project Board, can be found at **Appendix 2 - A5**. This will evolve as detail emerges.

The Project Board is a vital component through which recommendations can be acted upon and decisions pertaining to the project be made at executive level. The Project Board will report to Council and a verbal update provided at each meeting throughout the municipal year. It is recommended that Members who are appointed

to The Project Board do not take part in determination of the planning application so not to prejudice process.

Risk

Risk management extends across the entire project at strategic and operational level.

Work has been undertaken to assess strategic risk, and this is detailed **at Appendix 2- A8**. A summary of the main risks is included below:

Significant risks to this timetable are:

- Ability to secure member decision through OBC and FBC at Maldon District Council.
- Ability to navigate the developing position regarding LGR, including emerging spending controls and joint management of material spending through shadow authorities (expected 2027/28); also restrictions on revenue, capital and asset sales arising from pre-LGR guidance ('s24' requirements)
- Ability to agree the future business model of the asset as part of FBC
- Timely stakeholder engagement
- Adverse public relations or social media events
- Ability to promptly procure professional teams for the detailed design stage
- Ability to identify suitable construction partners that are willing to tender for the work
- Ability to design a suitable procurement process for all work which aligns to both project timelines and procurement rules
- Geo-political events leading to supplier cost inflation

Risk analysis will be undertaken across design and construction elements as this work progresses.

The current economic outlook is substantially volatile with uncertainty over future bank rates and levels of inflation. This is most likely to lead to short term price increases. At present, contingency levels in the cost estimates are believed sufficient to mitigate this risk, but the risk will be held under review.

Programme

The timescale for delivery is constrained by LGR agenda due to take effect in April 2028, with a minded to decision from Government in March. The current programme indicates that it is possible to achieve completion and handover of the asset by this time however, there is risk in terms of the Council being able to make rapid decisions

and agree a procurement process consistent with the programme. (see **Appendix 2-A8 Risk Management Plan**)

Key Milestone dates: The following table sets out the key milestones based on the project programme which can be found at **Appendix 2- A7**.

Milestone	Planned Completion Date
Outline Business Case	26 March 2026
Stage 3 Planning Submission	28 April 2026
Full Business Case Submission (Stage 4 Design)	Proposed, September 2026
Planning Decision	20 July 2026
Procurement	February 2027
Start on Site	March 2027
Completion & Handover	April 2028

The programme is subject to frequent adjustment and update.

Procurement

The project team will work closely with the Council's Lead Specialist for Procurement to develop an overall procurement strategy to support the project. Where possible, procurement frameworks¹⁴ will be utilised for efficiencies and delivery assurance.

Stakeholders and Communication Strategy

Within the OBC, a total of £35,000 has been allocated to cultural engagement during RIBA Stage 3 and 4. This amount will deliver cover collaboration with stakeholders, such as schools and other museums. We will also use the emerging Culture and Heritage Strategy for targeted engagement with appropriate groups.

Public engagement will also be encouraged through the planning application process where comments and objections can be recorded on the planning portal.

A full marketing and communication plan will be developed in collaboration with Head of Communications if the OBC is approved. All project communications will be led by the Project Director.

¹⁴ A structured, pre-approved list of suppliers established by a buyer (often in the public sector) to streamline purchasing goods or services.

Background Papers:

These documents are attached as **APPENDIX 2** to the report:

[A1 Detailed Construction / Cost Breakdown](#)

[A2 A25726 ABA Design Statement \(images\)](#)

[A3 Cultural Engine Feedback](#)

[A4 Economic Impact of Tourism - Maldon 2024 Report](#)

[A5 Resource structure chart](#)

[A6 Maldon Museum Extension Project Board Terms of Reference](#)

[A7 Master Programme \(Gantt Chart\)](#)

[A8 Risk Management Plan](#)

[A9 2025 Concept Design Business Case](#)

[A10 ABA Museum Presentation Concept Design November 25](#)

[A11 Promenade Park Management Plan Project Delivery Design Catalogue](#)

The following document is attached at Agenda Item 13 to the Council agenda (26 March 2026) and is **private and confidential** by virtue of Section 100(4) Schedule 12A of the Local Government Act 1972 as defined in Paragraph 3 of Part 1:

[A12 Museum Extension - OBC Financial Breakdown REV 2 March 26](#)

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FEASIBILITY COST ESTIMATE NR 1 DRAFT

MALDON MUSEUM EXTENSION

MALDON DISTRICT COUNCIL



DOCUMENT CONTROL

Author(s): Tony Robinson
Approvals: Tony Robinson
Client: Maldon District Council
Project: Maldon Museum Refurbishment & Extension
Revision: 0

Distribution

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Maths Check

Print Name: Hannah Abbott
Signature: 
Date: 02 March 2026



DOCUMENT CONTROL

Author(s): Tony Robinson
Approvals: Tony Robinson
Client: Maldon District Council
Project: Maldon Museum Refurbishment & Extension
Revision: 0

Approval Signatures

Author & Approver
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Date: 02 March 2026

Disclaimer

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File Location

K:\2026 Jobs\2026-0934 Maldon DC Museum Extension\11. Cost Plans\11.1 - Feasibility Studies\Jan 26\260302 MDC Museum Feasib Est Nr 1 DRAFT.xlsx

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1.00 INTRODUCTION

Ref	Description
-----	-------------

- | | |
|----|--|
| .1 | This document represents a rough order of cost estimate ('feasibility cost estimate') for the proposed works to refurbish and extend Maldon Museum at 47 Mill Rd, Maldon, Essex, CM9 5HX. |
| .2 | The proposed scheme comprises refurbishing and upgrading the existing museum, demolition of out buildings and construction of a new extension consisting of exhibition spaces, welfare facilities and a café. |
| .3 | Feasibility studies are produced as an intrinsic part of Royal Institute of British Architects (RIBA) Work Stage 0. The core objectives of this RIBA stage is described in the RIBA Plan of Work 2020 as follows: <ul style="list-style-type: none"> • Stage 0 - Strategic Definition: Prepare Client Requirements. Develop Business Case for feasible options including review of Project Risks and Project Budget. Ratify option that best delivers Client Requirements. Review Feedback from previous projects. Undertake Site Appraisals. |
| .4 | The purpose of a Feasibility Cost Estimate is to establish if the proposed building project is affordable and, if affordable, to establish a realistic cost limit for the building project. The cost limit is the maximum expenditure that the Client is prepared to make in relation to the completed building project, which will be managed by the project team (i.e. authorised budget). |
| .5 | Stace feasibility studies present a range of cost; lower, mid and higher that is intended to inform the Client of the sensitivity associated with estimating building costs at such an early point in the development process. We will however, after discussions with the Client and other consultants that may be involved on such parameters as quality, speed of delivery, known project difficulties etc, suggest a Feasibility Target Cost that the Client may wish to adopt into their Development Appraisal. A Quality Evaluation Co-efficient will then be applied to the range that will provide a more "accurate" interpretation of where the Feasibility Target Cost should be placed. |

Quality Evaluation Co-efficient	Description
---------------------------------	-------------

- | | |
|-----|---|
| 1 | Feasibility Target Cost is at the lowest end of the range. Low construction cost is the main driver. |
| 2-3 | Feasibility Target Cost is between low and mid range. Economy of cost is desirable. |
| 4 | Feasibility Target Cost is at the middle of the range. Economy of cost is balanced with desire for good quality. |
| 5-6 | Feasibility Target Cost is between mid and high range. Very good quality is desirable. |
| 7 | Feasibility Target Cost is at the higher end of the range. Quality of construction and finishes is the main driver. |
- .6 This Feasibility Cost Estimate is therefore based on a co-efficient value of 5 thus we have gauged that the Feasibility Target Cost is currently at the mid to high range of our data base. Very good quality is desirable. The recommended Feasibility Target Cost at this stage is therefore £2.61m.
- .7 Stace feasibility studies use industry benchmarking data to provide an estimated cost typically expected for a project of this type. The benchmarking data takes into account the nature/specification of the project, the expected method of construction, the location and defined uses.

1.00 INTRODUCTION

Ref	Description
.8	The data considered in providing the Feasibility Cost Estimate relates to first quarter 2026 (1Q26) and has been sourced from: <ul style="list-style-type: none">• Stace projects• BCIS data• Industry published cost data
.9	This Feasibility Cost Estimate is based on the information noted in Section 4.00.
.10	We draw attention to the notes in Section 5.00.
.11	We draw attention to the exclusions and risk commentary in Section 6.00.
.12	Increased cost projections are included until 3Q27 (the anticipated mid-point of construction).
.13	The Feasibility Cost Estimate is based on the assumption of a single stage competitive tender to 3-4 main contractors of appropriate size and experience, using an unamended traditional form of contract. It should be noted that an alternative form of procurement, bespoke contract conditions or other bespoke procurement arrangements (such as procurement via a framework) would require a review of the budget.
.14	Professional fees are included.
.15	VAT is excluded.
.16	highlight all the potential risks associated with a project and utilise our experience of project type, site conditions, level of design etc to provide a considered percentage allowance for contingency.

2.00 SCHEDULE OF AREAS

Ref	Description	GIA (m ²)	GIA (ft ²)	NIA (m ²)	NIA (ft ²)	Notes
Existing Building						
.1	Ground floor	60	646	TBC	TBC	Subject to survey
.2	First floor	50	538	TBC	TBC	Subject to survey
Total		110	1,184	-	-	

Ref	Description	GIA (m ²)	GIA (ft ²)	NIA (m ²)	NIA (ft ²)	Notes
New Extension						
.1	Ground floor	295	3,175	TBC	TBC	
Total		295	3,175	-	-	

Ref	Description	GIA (m ²)	GIA (ft ²)	NIA (m ²)	NIA (ft ²)	Notes
Total Areas						
.1	Existing Building	110	1,184	TBC	TBC	Subject to survey
.2	New Extension	295	3,175	TBC	TBC	
Total		405	4,359	-	-	

GIA Gross Internal Area
 NIA Net Internal Area

3.00 FEASIBILITY COST ESTIMATE SUMMARY

Quality

5

Ref	Description	Qty	Unit	Benchmark Data Range			Benchmark Cost Range			Target Cost	
Demolition & Strip Out											
.1	Demolition of rear extension	1	PS	5,000	7,500	10,000	5,000	7,500	10,000	8,333	
.2	Strip out existing building	110	m ²	30	35	40	3,300	3,850	4,400	4,033	
.3	General site clearance	1	item	10,000	15,000	20,000	10,000	15,000	20,000	16,665	
.4	Asbestos removal	1	PS	5,000	7,500	10,000	5,000	7,500	10,000	8,333	
Existing Building											
.5	Refurbishment of existing museum building	110	m ²	1,100	1,200	1,300	121,000	132,000	143,000	135,663	
.6	Museum fit-out EXCLUDED						-	-	-	-	
.7	Allowance for fabric enhancements	1	PS	75,000	100,000	125,000	75,000	100,000	125,000	108,325	
New Extension											
.8	Shell & fit-out of new areas	295	m ²	3,800	4,050	4,300	1,121,000	1,194,750	1,268,500	1,219,309	
.9	Museum fit-out ALLOWANCE	1	PS	50,000	75,000	100,000	50,000	75,000	100,000	83,325	
.10	Allowance for sustainability enhancements	1	PS	45,000	50,000	55,000	45,000	50,000	55,000	51,665	
.11	Uplift for CLT frame & roof	295	m ²	125	150	175	36,875	44,250	51,625	46,706	
.12	Allowance for climate controlled stores	1	PS	25,000	30,000	35,000	25,000	30,000	35,000	31,665	
.13	Allowance for café fit-out	1	PS	35,000	50,000	65,000	35,000	50,000	65,000	54,995	
External Works											
.14	Colonnades	31	m	650	700	750	20,150	21,700	23,250	22,216	
.15	External works	1	PS	50,000	60,000	70,000	50,000	60,000	70,000	63,330	
.16	Remedial works to retaining wall	1	PS	25,000	30,000	35,000	25,000	30,000	35,000	31,665	
Building Works							£	1,627,325	1,821,550	2,015,775	1,886,227
.17	Main Contractor's Preliminaries						Included	Included	Included	Included	
Sub-Total - Carried Forward							£	1,627,325	1,821,550	2,015,775	1,886,227

3.00 FEASIBILITY COST ESTIMATE SUMMARY

Quality 5

Ref	Description	Qty	Unit	Benchmark Data Range	Benchmark Cost Range			Target Cost	
Sub-Total - Brought Forward					£	1,627,325	1,821,550	2,015,775	1,886,227
.18	Main Contractor's Overheads & Profit					Included	Included	Included	Included
Sub-Total					£	1,627,325	1,821,550	2,015,775	1,886,227
.19	Risk Allowance Estimate								
	• Design Development Risks			7.50%		122,049	136,616	151,183	141,467
	• Construction Risks			7.50%		122,049	136,616	151,183	141,467
	• Employer Change Risks					Excluded	Excluded	Excluded	Excluded
	• Employer Other Risks					Excluded	Excluded	Excluded	Excluded
Total Building Works					£	1,871,424	2,094,783	2,318,141	2,169,161
.20	Inflation Estimate			4.62%		86,460	96,779	107,098	100,215
.21	Professional Fees			15.00%		293,683	328,734	363,786	340,406
.22	VAT Assessment					Excluded	Excluded	Excluded	Excluded
Total Feasibility Cost Estimate Target					£	2,251,566	2,520,296	2,789,025	2,609,783
Total Feasibility Cost Estimate Target (Rounded)					£	2,252,000	2,520,000	2,789,000	2,610,000
					£/m ²	5,560	6,222	6,886	6,444
					£/ft ²	517	578	640	599

4.00 INFORMATION USED FOR FEASIBILITY COST ESTIMATE

Ref	Description
-----	-------------

.1	Location of site	Maldon, Essex
.2	Building use	Museum
.3	Gross internal areas (GIA)	400m ² ; 4,306ft ²
.4	New build/ remodelling/ refurbishment	Refurbishment & extension
.5	Project/ design brief	TBC
.6	Enabling works	TBC
.7	Indicative programme	
	• Pre-contract	TBC
	• Contract	TBC
.8	Restrains	Public park
.9	Site conditions	Assume level site; no contamination or remediation works
.10	Budget/ cashflow restraints	TBC
.11	Assumed procurement route	Single Stage Tender, Traditional Contract, Competitive Tender
.12	Building life span	TBC
.13	Proposed/ assumed storey height	TBC
.14	Proposed/ assumed M&E installation	TBC
.15	Project team fees	Included
.16	Other development/ project costs	Excluded
.17	Inflation	Included
.18	Value added tax	Excluded

Page 90

Architect - Annabel Brown		Ref	Rev
---------------------------	--	-----	-----

.19	Location Plan	PL-01	-
.20	Block Plan	PL-02	-
.21	Proposed Ground Floor Plan	PL-03	A
.22	Proposed First Floor Plan	PL-07	A
.23	Proposed Section A-A	PL-08	A
.24	Sketch 3D model Views	PL-09	A
.25	Maldon Museum Project - Developing the Brief January 2026 (Updated)	-	-

4.00 INFORMATION USED FOR FEASIBILITY COST ESTIMATE

Ref	Description	Ref	Rev
Services Engineer - Qoda			
.26	MEP bluebeam Rev 01 26.01.26 A25726-PL02	LON00475P-02	-
Building Surveyor - Stace			
.27	Building Condition Survey Report	26-Feb-26	0
Asbestos Consultant - Enivrontec			
.28	Asbestos Management Survey	J846475	Aug-23
Structural Engineer - Clark Smith Partnership			
.29	CSP Site Visit 10th February 2026	-	-
.30	Email from David Clark - 25/02//26 @ 13.23	-	-

5.00 NOTES

Ref	Description
.1	This Feasibility Cost Estimate is a desktop study and should only be used as a guide to the potential cost of the scheme. Should the scheme proceed to the next stage the design and specification of the facility should be undertaken. At this stage a more detailed cost plan will be produced which will provide a more representative guide as to the target cost of this scheme.
.2	No site visit has been undertaken.
.3	Only high-level preliminary structural and services information was available for the preparation of this Feasibility Cost Estimate.
.4	No ground investigations or surveys were available for the preparation of this Feasibility Cost Estimate.
.5	No topographical survey was available at the time of preparation of this Feasibility Cost Estimate therefore levels have been assumed for the purposes of this study. At this stage we are unable to assess the cost of the cut and fill and have assumed that the site levels will be optimised to reflect the current topography on site to limit the amount of spoil disposed off site.
.6	Disposal of material off site has been assumed generally as inert. Disposal or remediation of any hazardous material has been excluded.
.7	No details regarding the existing statutory services provisions on site was available. It has been assumed that all services are local to the site and allowances for statutory services has been included based on projects of a similar size and nature.
.8	It has been assumed that no statutory services diversions or off site upgrades are required.
.9	Commercial and retail units are assumed to be shell only, fit out by tenant.
.10	Café fit-out is for basic provision only. No allowance for catering/professional kitchen and associated works.

6.00 EXCLUSIONS AND RISK COMMENTARY

Ref	Description
.1	Exclusions
.1.1	VAT
.1.2	Employer change risk, Employer other risk
.1.3	Insurances
.1.4	Legal fees
.1.5	Finance costs and interest charges
.1.6	Planning fees
.1.7	Building regulation fees
.1.8	Rights of light cost or alterations to accommodate affected parties
.1.9	Site investigation costs
.1.10	Asbestos survey and/or removal costs
.1.11	Section 106 contributions and/ or costs
.1.12	Remediation and/or removal of contaminated material
.1.13	Major section 278 and/or highway junction works
.1.14	Statutory service diversions and/or off site infrastructure upgrades
.1.15	Party wall awards and/or costs
.1.16	Works outside of the site boundary
.1.17	Tenant fittings, loose furniture or other equipment not specifically described
.1.18	Tenant costs as a result of lease negotiations or re-negotiations
.1.19	Marketing
.1.20	IT wiring and equipment including media and audio visual equipment
.1.21	Fire fighting appliances
.1.22	Major work to the highways including realignment of existing carriageway
.1.23	Any income loss during construction and vacant tenant periods
.1.24	Fit out of retail and commercial (assumed shell)
.1.25	Building safety regulator fees
.1.26	New roof coverings or structure
.1.27	Major works to the brickworks and facades

6.00 EXCLUSIONS AND RISK COMMENTARY

Ref	Description
.2	Risk Commentary
.2.1	Design development risks – an allowance for use during the design process to provide for the undefined risks including:
.2.1.1	Risks associated with design development, changes in estimating data, third party risks (e.g. planning requirements, legal agreements, covenants, environmental issues and pressure groups), statutory requirements, procurement methodology and delays in tendering
.2.1.2	Covenants
.2.1.3	Environmental issues
.2.1.4	Statutory requirements
.2.1.5	Procurement methodologies
.2.1.6	Tendering delays
.2.1.7	Site cut and fill
.2.2	Construction Risk - an allowance for use during the construction process to provide for the risks associated with the following:
.2.2.1	Extensive services
.2.2.2	Restrictions/limitations on access
.2.2.3	Ground conditions
.2.2.4	Remediation of contaminated land
.2.2.5	Asbestos related works (allowance included for surveys) associated with any existing buildings that may be present on site
.2.2.6	Abnormal structural/substructure works to the proposed or existing buildings
.2.2.7	Archaeological cost or associated delays
.2.2.8	Site specific planning requirements
.2.2.9	Existing buildings
.2.2.10	Boundaries
.2.2	Construction Risk - an allowance for use during the construction process to provide for the risks associated with the following:
.2.2.11	Existing occupants and users
.2.2.12	Decontamination
.2.2.13	Abnormal acoustic measures
.2.2.14	Measures to deal with air quality
.2.2.15	Additional cost of consequential upgrading for Building Regulations compliance
.2.2.16	Additional cost of compliance with future changes in Building Regulations

6.00 EXCLUSIONS AND RISK COMMENTARY

Ref	Description
.2.3	Employer Changes (excluded from this Feasibility Cost Estimate) - an allowance for use during both the design process and the construction process to provide for risks associated with Employer driven changes including the following:
.2.3.1	Changes in scope of works or brief
.2.3.2	Changes in quality
.2.3.3	Changes in time
.2.4	Employer Other Risks (excluded from this Feasibility Cost Estimate) - an allowance for other Employer risks including:
.2.4.1	Funding and the availability of funds
.2.4.2	Special contractual arrangements
.2.4.3	Early handover
.2.4.4	Postponement
.2.4.5	Acceleration
.2.4.6	Availability of funds
.2.4.7	Liquidated damages or premiums on other contracts due to late provision of accommodation, unconventional tender action and special contract arrangements
.2.5	Other Considerations (excluded from this Feasibility Cost Estimate)
.2.5.1	Capital allowances for taxation purposes
.2.5.2	Land remediation relief
.2.5.3	Grants

Note: As the project develops risk analyses will be undertaken and properly considered assessments of risks will be calculated. At this stage of the project we prefer to highlight all the potential risks associated with a project and utilise our experience of project type, site conditions, level of design etc to provide a considered percentage against each heading.



TONY ROBINSON
Partner

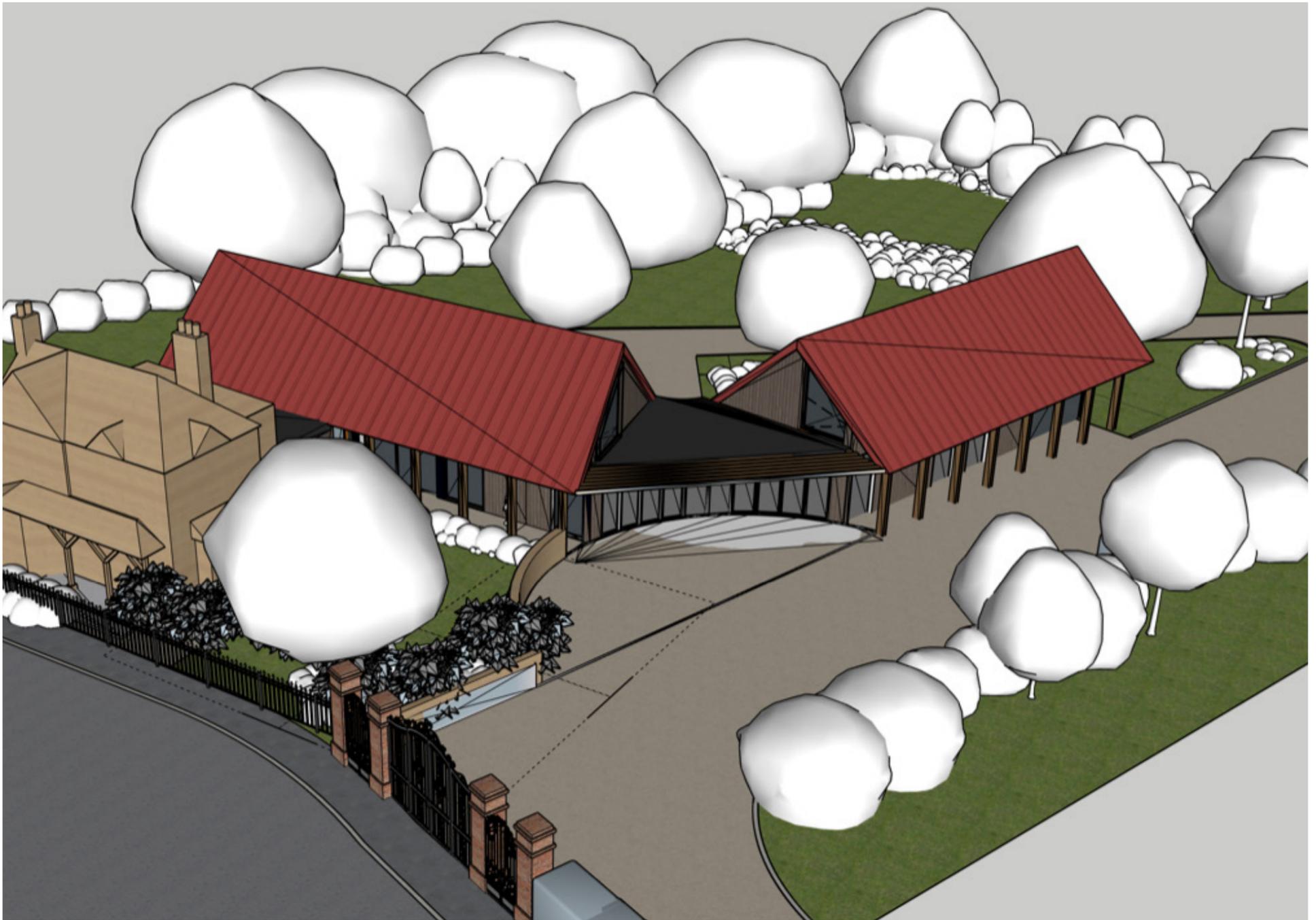
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MALDON MUSEUM PROJECT

Design Statement February 2026



ANNABEL BROWN ARCHITECT LTD

Essex Studio: The Barn, 10B Totham Hill Green, CM9 8DX

London Studio: 70 Cowcross Street, EC1M 6EJ

01621 827000 www.annabel-brown.com



In Association with

Plater|Claiborne
Architecture + Design



Site Description

The site comprises an area of 1300m² adjacent to the north eastern entrance of the Promenade Park in Maldon.

Existing buildings comprise the original lodge building and its single storey rear extension and a brick built outbuilding, These are currently occupied by Maldon Museum which is open on selected days from March to September.

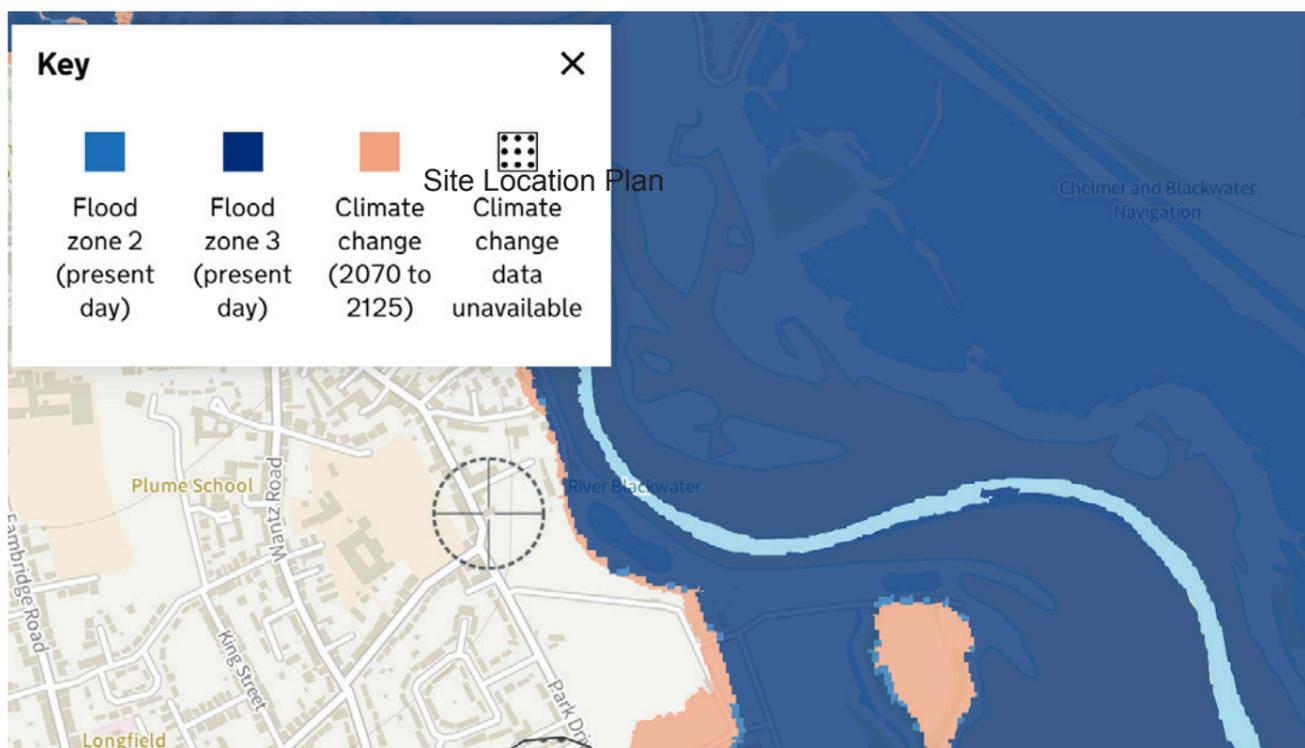
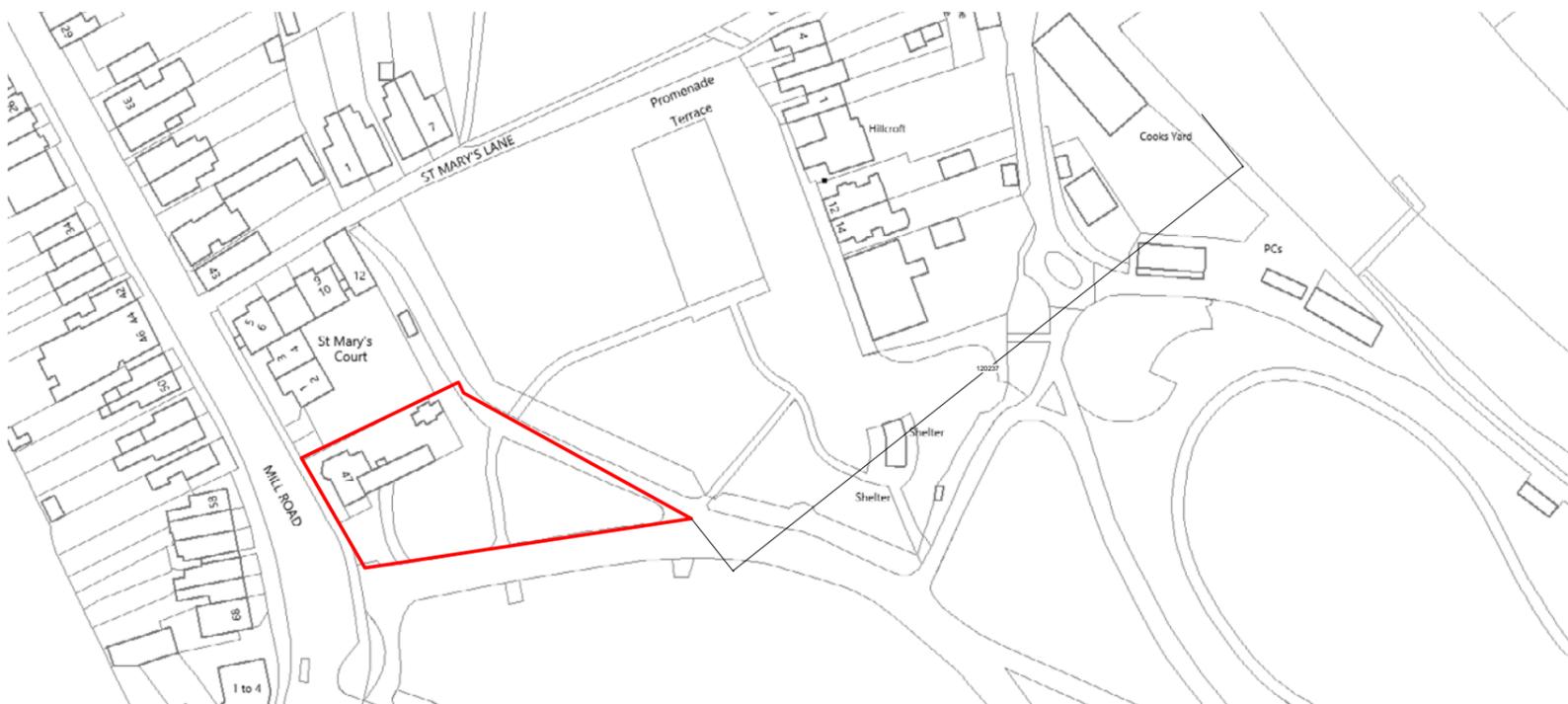
The site is approximately 120m from the river bank, 9m above sea level and approximately 5m above the level of the Quay. This location places the site outside the floodzone. The eastern corner of the south provides views through the park to the Blackwater Estuary, this view is known for its spectacular sunrises.

The southern edge of the site meets the main walkway from the entrance of the park which then continues down to the lake and River Blackwater beyond. This route is active all year round with people walking and jogging and making use of the many facilities of the park.

Further south from this walkway is the main park car park which is open from 8am daily until the close of the park.

The original building is two storey with a clay tiled roof, facing brickwork and some render with decorative timber bracing. The building was completed in 1915 and is locally listed (but not nationally so). Whilst it is a building that gives character to the entrance of the park it is not considered to be architecturally significant.

The museum building currently has an entrance on its southern side which connects to the main walkway. The original front entrance onto Mill Road is still in place and side gate allows access to the northern side of the building from Mill Road into the rear courtyard space. This access can also be used for servicing.



Flood Map

Description of proposal

The extension to the museum comprises new exhibition spaces, a new entrance and shop area, a cafe space and refurbished spaces within the existing building which can be identified for community and learning uses.

The proposal is conceived as two barn-like, pavilion buildings which meet at the new entrance to the building. This area creates a new public space.

The pitched roof structures emulate the buildings associated with the river. The Pigmento Red colours roofs reflect the colours and forms of the barge sales.

The building will be built using CLT panels allowing timber to be exposed internally in large vaulted spaces. A colonnade structure wraps around the southern and western elevations creating shading to large areas of glazing and a sheltered area for entry to the various parts of the building.

Size of proposal

The existing building has a GIA of 110m²

The proposed extension has a GIA of 295m²

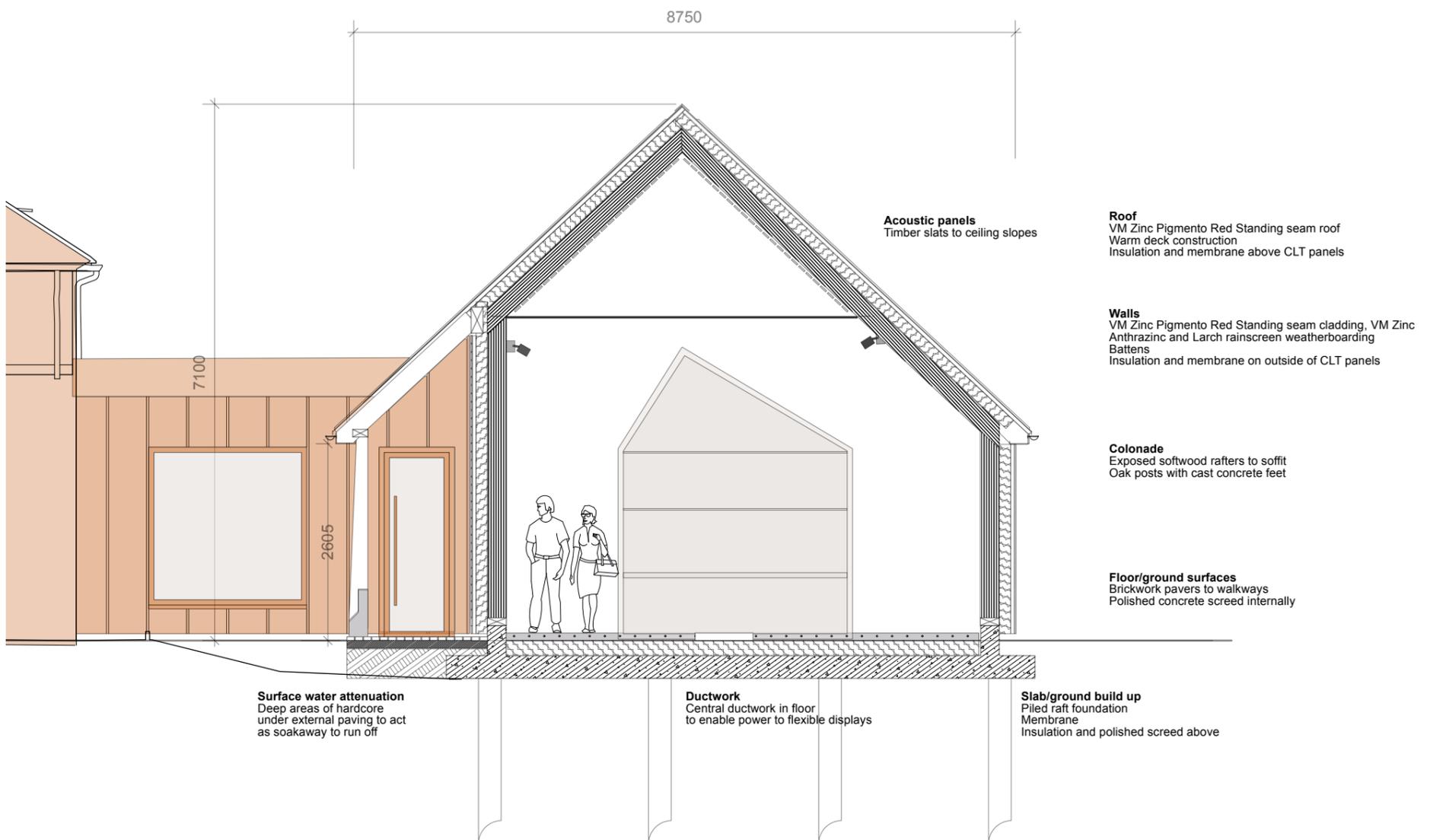
Comprising

Exhibition space 112m²

Ancillary Space 40m²

Entrance area/visitors and shop 60m²

Cafe space 84m²



Scope of works to existing building

Re-roofing with insulation between and under rafters.

Replacement double glazed windows.

Internally insulated - 100mm stud lining with mineral wood fibre between studs (allowing existing solid masonry structure to breath).

New timber floor finishes and redecoration throughout

Heating system independent from extension- traditional boiler, radiators.

New electrical and plumbing installation

Construction

Primary structure to used 250mm CLT panels. Membranes, insulation, battening and finish to external face. CLT left exposed internally.



External Finishes

Combination of zinc and timber cladding to external walls.
VMZinc Pigmento Red and Anthrazinc
Open Rainscreen Larch Boards

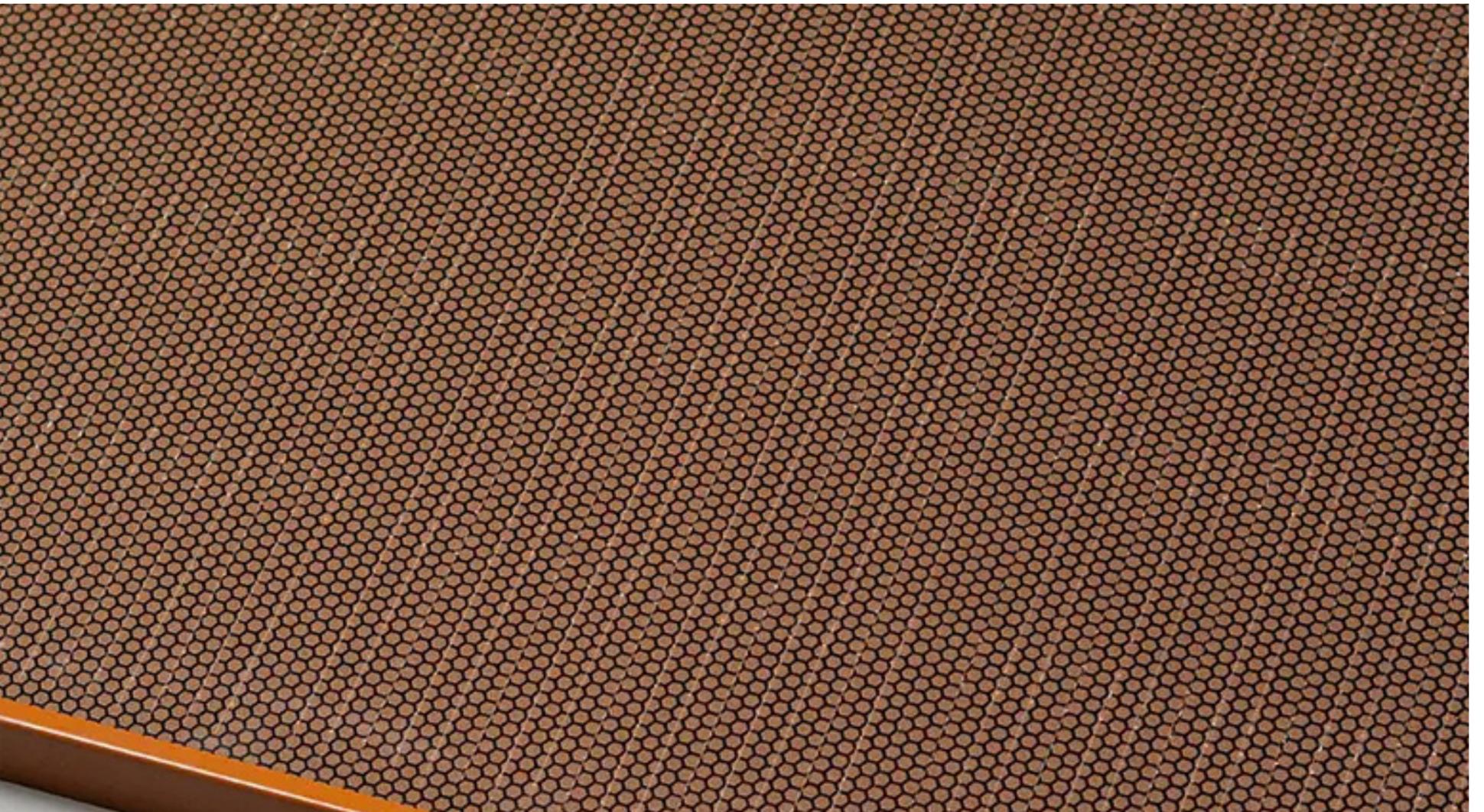
Triple glazed aluminium windows and doors



Roofing materials

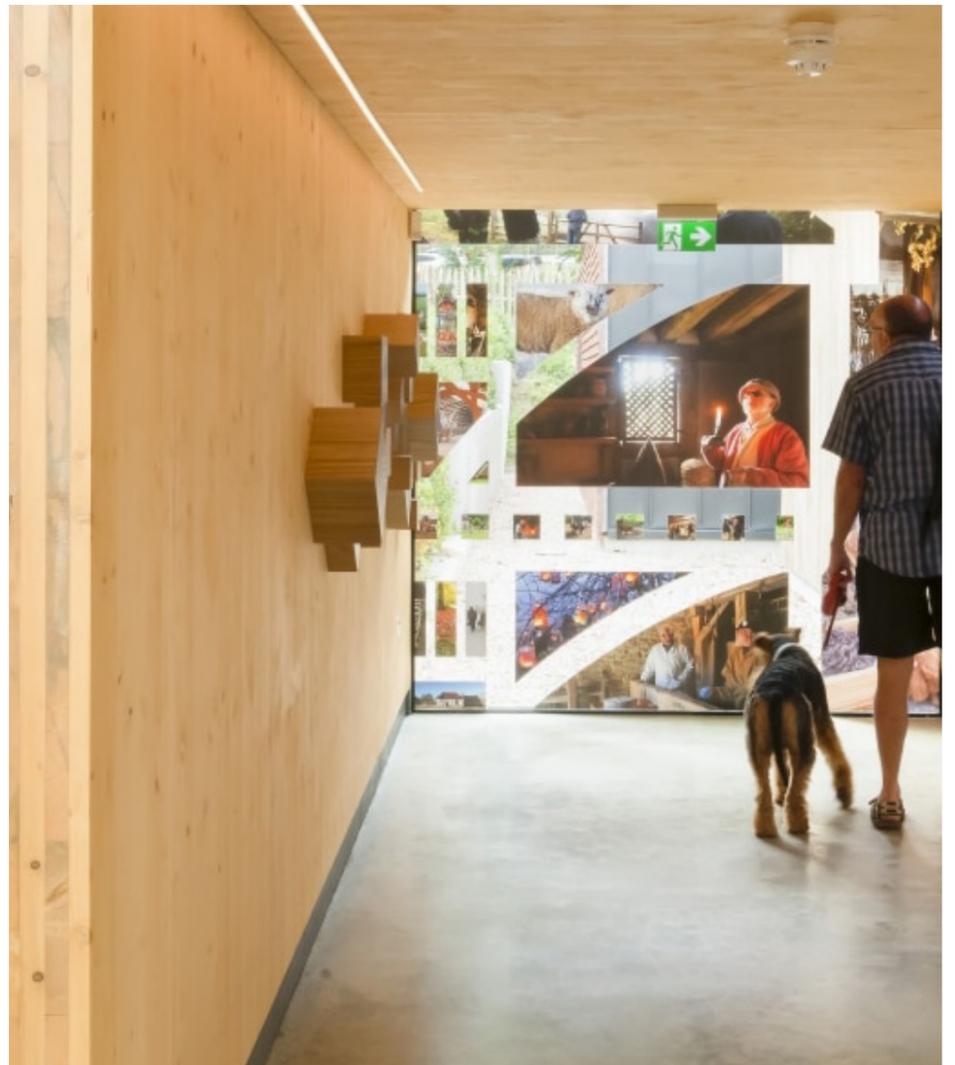
VM Zinc Pigmento Red standing seam panels to roof.

Integrated 'terracotta' solar PV panels to southern and western slopes - area of PV potentially 80m².



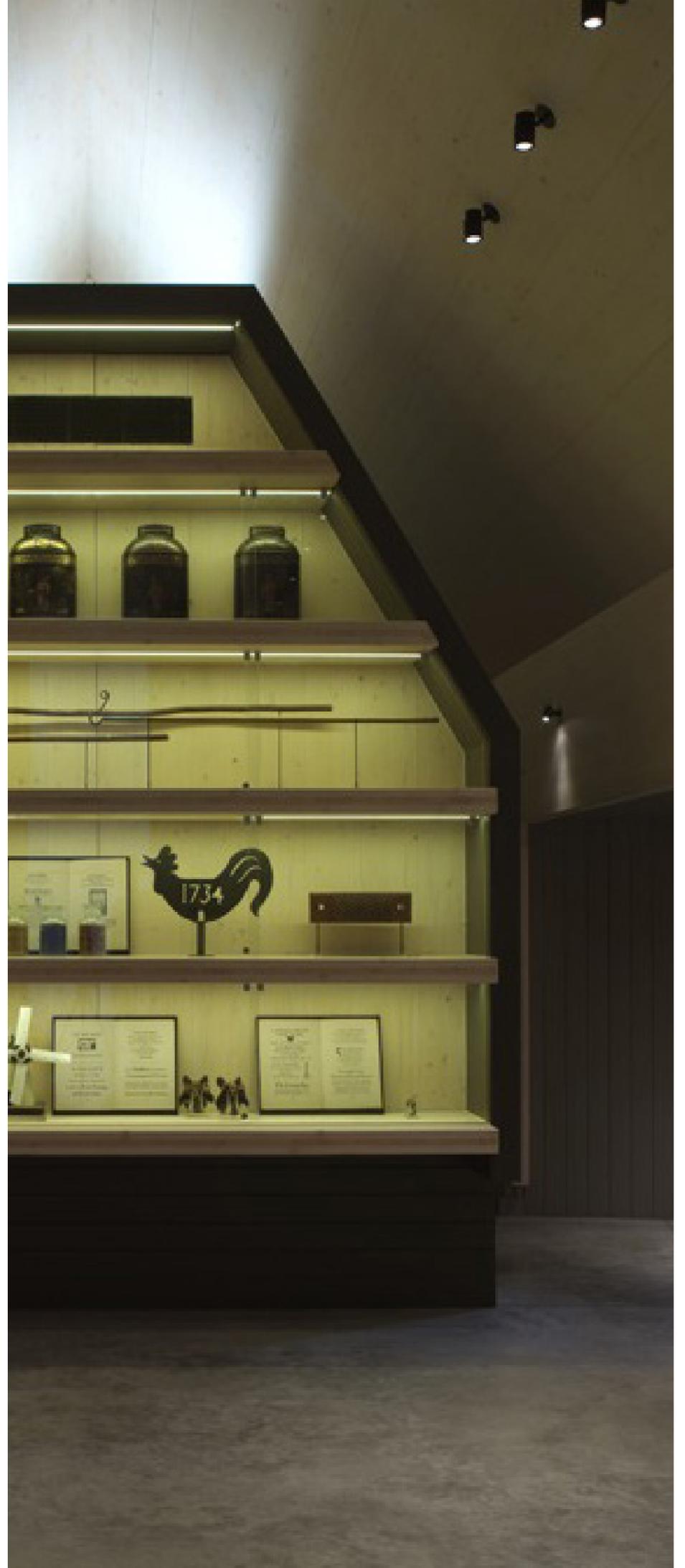
Interior fit out

Interior walls and ceilings to be exposed CLT panels
Polished screed flooring throughout to thickness of 80mm with underfloor heating integrated
Large areas of glazing to cafe looking towards the river.



Display space

Glazed, movable displays cases to centre of new exhibition space.
Central trunking to floor to allow for power to units
Overhead lighting on lowered suspended grid at a height of 3.2m from finished floor



Landscaping

Curved bench to entrance spaces 700mm deep x 500mm high.
Inner radius 8750mm

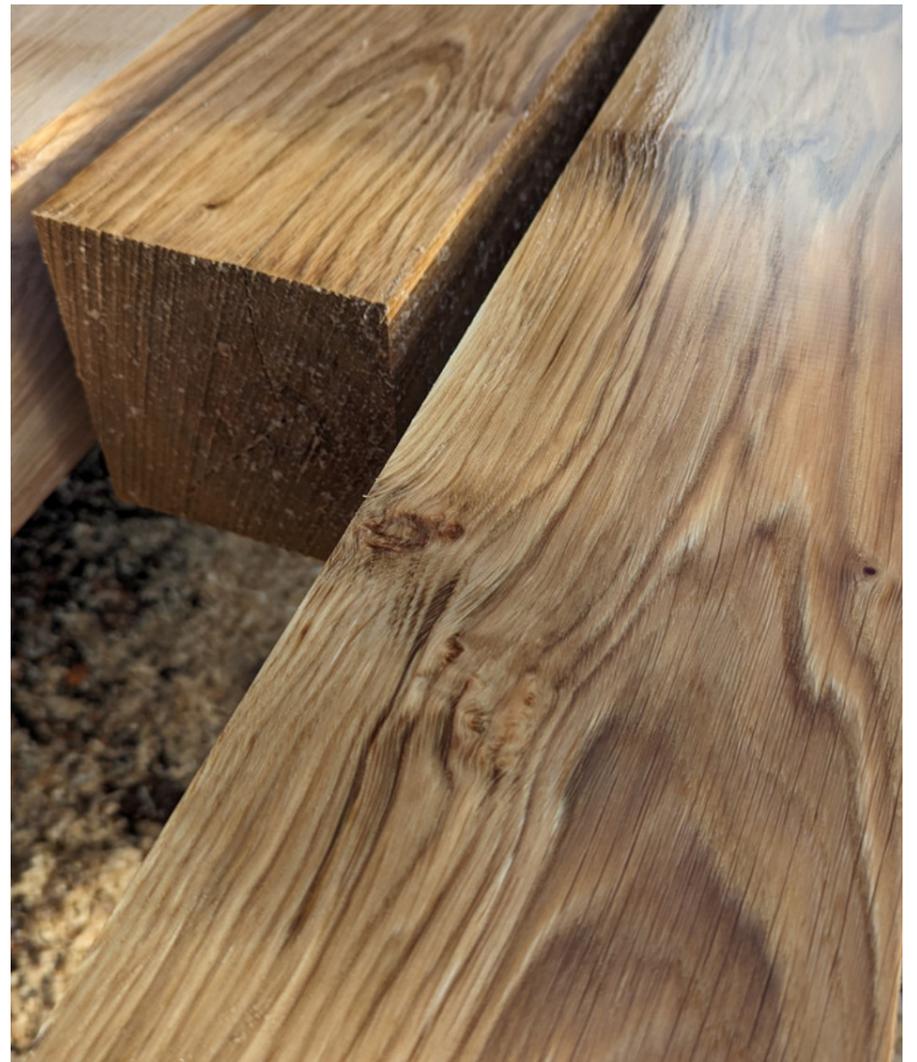
Brickwork pavers to external surface to allow run off through into 500mm subbase for attenuation. Total area of paving 140m².

Planting around external artefacts to front garden.



Landscaping- colonnade structure

Oak posts with shuttered bespoke concrete feet.
Exposed softwood rafters and battens with ply above and VM Zinc standing seam.



Reflections on New Museum Project at Promenade Park – Maldon District Council, February 2026

Introduction

This is a very brief reflection on plans emerging for an extension/development of the existing Museum at Promenade Park, drawing on consultation and engagement through the work on the District-wide Culture and Heritage Strategy.

The new Museum concept is at a fairly advance stage in terms of design and scale, including how this incorporates the existing museum building, other buildings on the site and connectivity to other spaces in the park.

It represents a major opportunity for heritage development in a town/District with a wealth of history – interpretation and improved exhibitions, engagement, audience development and participation (for example volunteers).

Existing Museum

The current building has up to 3,000 visitors a year with a traditional offering relating to the area's past. This is predominantly relating to the Town, but there are examples of exhibitions/themes for other areas – for example most recently working with partners in Althorne (St. Andrew's Church).

Reliant upon volunteers, the existing exhibition provides an insight into the town's heritage with a range of displays, utilising a fairly extensive archive of artefacts and images. However, as those involved with the Museum would accept – the offer is very much that of a voluntary-run heritage centre. Short-term lease and limited capacity and funding limits ambition and there will not be any major change of updating of the museum in the current context.

Stakeholders and Engagement

There are a number of potential local stakeholders who are likely to have an interest in the new museum concept. Including them in some kind of engagement process may support the long-term success of the museum as a collaborative space.

Maldon Museum in the Park – This is the current charity that runs the existing museum in the park. The charity has very limited resources and relies upon a core group of volunteers (including the Trustees of the Charity). 27 volunteers in total (although not all as active as a core group of around 6 or so).

The Museum currently attracts up to 3,000 people per year, a relatively low number given the location in the park. However, the museum is closed throughout the winter months and the key challenge is the inability to plan ahead and develop the offer due (in part) to a rolling 1 Year tenancy at will agreement with MDC. This would limit any organisations' ability to develop and plan for the future and severely restricts any fund raising ambitions (capital or revenue), or indeed accreditation. MDC does not provide any ongoing support for the Museum (apart from a contribution towards insurance costs – approx. £500).

The collection/archive is extensive with the majority of artefacts collected prior to 1997 actually owned by MDC. Post-1997 the majority are in the ownership of the charity (or loans from individuals etc.).

The Trustees/volunteers are all knowledgeable on the history of the area and have a good understanding of key themes, as well as knowledge of the archive materials and visitor interests.

Maldon Town Council – The Town Council part-fund the Maeldune Heritage Centre in the town centre, and also support heritage development for the town through the Maldon Heritage Working Group. The Town Council are also starting work on a Neighbourhood Plan which could have a significant focus on the town's heritage (there is a working group focused on heritage as part of this).

Beyond local government reorganisation (lgr), the Town Council will still be in place and one possibility for the future of the new Museum is for the Town Council to play a significant role in managing/running it. This may not be acceptable or practical, but other town councils do play such roles and could be considered as part of a stakeholder engagement process.

Maeldune Heritage Centre – Supported financially by Maldon Town Council (including one part-time member of staff), and also owned by the Town Council, the Maeldune Heritage Centre is the main heritage space in the town centre. Revenue is also generated through a retail offer of local products and hire of the main (small) exhibition space. The space also houses the Maldon Society's photographic and video archives, as well as the Oral History Listening Station. The exhibition space displays work by local artists and groups, with exhibitions changing regularly throughout the year. Although not a formal Tourist Information Centre (TIC), the space also has a core function as an information centre both for visitors (wayfinding, maps, advice etc.) and for locals (information on services, recycling bags etc.).

The historic Plume library is above the Heritage Centre but with very limited accessibility.

Maldon Archaeological and Historical Group (MAHG) – MAHG undertake active archaeological work across the District, and have done for decades. Very limited capacity and in need of storage for equipment and artefacts. The volunteers for the MAHG are very knowledgeable on the history of Maldon and the wider area, and could contribute to interpretation and potentially volunteering capacity. MAHG are based at Brickhouse Farm Community Centre.

Saltmarsh Coast Tourism Group CIC – This is the proposed new organisation that will take on strategic oversight for tourism (and in particular 'regenerative tourism') across the existing Maldon District boundary (Saltmarsh Coast), overseeing a governance process that enables organisations and individuals from across relevant sectors to collaborate, inform strategy and funding opportunities, network and advocate for the Saltmarsh Coast area. This is particularly relevant into and beyond local government reorganisation and Greater Essex Devolution. MDC are supporting the development of the CIC and the wider governance system, with a launch of the concept on the 19th March.

Although strategic, the CIC will retain oversight of at least three core tourism/heritage programmes – Saltmarsh Coast Walking Festival, Maldon Festival and Heritage Open Days. It is possible therefore (although not being considered or discussed at this stage) that the CIC could have some future role in an important heritage asset such as the Museum, and certainly a supportive/advocacy role in future fundraising, capacity building and interpretation. Further to this, over the coming months, the CIC will be developing a 'Regenerative Tourism Strategy' that is currently in development as part of the wider work on the Culture and Heritage Strategy. The

Regenerative Tourism Strategy will be an opportunity to identify how tourism can support local distinctiveness and experiences for visitors that also offer sustainability for local heritage, cultural and tourism assets.

Thames Sailing Barge Trust – A major heritage and tourism asset to the town and actively planning to develop activity and some interpretation space at Hythe Quay. Very successful in engaging volunteers with a wide range of skills, and also a commercial success with income from hire of the Barges.

Maldon Society – A Society founded in 1957 with the aim of preserving and promoting the heritage of the town and wider area. They are an active group that hold regular meetings and talk, as well as commenting on planning applications and other relevant policy matters. There is much knowledge in the group on local heritage. They also hold a significant archive of pictures and documents.

Museum of Power – Behind Stow Maries, the Museum of Power is the largest museum and heritage space in the District. Although not in the town centre, it is close and houses an extensive collection combining industrial history, working engines, family-friendly attractions, gardens, and community events. It is set in the former Langford Waterworks site, houses a popular café space and has regular school/educational visits. Their perspective on a new museum for Maldon, and how there might be collaboration, would be valuable given their extensive experience of attracting visitors from both the local area and further afield.

Combined Military Services Museum (CMSM) – Arguably holds one of the key artefacts that the story of Maldon's (and the country's) heritage can be built around. This is the Viking sword that was discovered in Heybridge at the end of the Causeway and dates from the end of the 10th century – the time of the Battle of Maldon (AD 991). The CMSM holds one of the most important and unusual military collections in the UK, with hundreds of years of military, intelligence and special operations history.

The museum has very experienced staff and volunteers and would offer an interesting perspective on the museum/visitor offer in Maldon. It is known that the CMSM struggles to develop its offer given the limited space and significant number of artefacts on display (guns of all sizes, historic weapons etc.). The whole operation (which was initiated from a private collection) works on a low budget and a lot of goodwill from the manager (paid) and a team of volunteers. Investment is needed in the building to reduce energy costs for example.

Outreach

Given timescales it is understandable that a major outreach and engagement process is challenging. However it is still worthwhile considering engaging with local groups and volunteers – particularly those associated with the existing Museum in the Park. A commitment from MDC to fund a significant extension to the Museum space to improve the overall museum/heritage offer for the town is a very good story and one of the most significant capital investments made in heritage/culture and tourism by MDC. It also responds positively to the Promenade Park consultation. It is likely there will be tensions over the different issues relating future management, interpretation, governance etc. (and perhaps broader reaction to building in the park), but this remains a positive story for the town/District and therefore a spirit of openness and collaboration should be the way forward. Without this it is likely that stakeholders, partners and

contributors to future success will be isolated from a process which could deliver what the majority of them want – a much-improved and ambitious approach to heritage interpretation.

The new Museum space will require collaboration with local groups and volunteers who have much knowledge and experience with heritage, archives, outreach and education over many years. Having their support and input (at this stage or at a later stage) is likely to be important to the long-term success of the operation.

One of the key conclusions to be drawn from engagement with the heritage sectors in Maldon Town in particular, is that there is a wealth of experience, knowledge and commitment to the local area. However, the number of small/voluntary organisations working in relative isolation does not support a vibrant sector in terms of funding, volunteers and space etc. There are very few ‘town-wide’ heritage themes explored in collaboration between organisations, and volunteer capacity is limited and tends to be older people (in some cases very much older). A new Museum project could provide impetus through future space/concept that can support local collaboration. It may also help with reaching new potential volunteers (including younger people).

Match/Additional Funding

Although the timescales for the capital build programme are not compatible with undertaking a significant funding application for capital investment in the building to match the approx. £2m that MDC will be committing to the project, there are other opportunities for external investment that could be considered. These relate to heritage interpretation, governance, business planning, activity planning – all of which could be developed while the capital programme is in development and delivery stage. The MDC investment could not necessarily count as ‘match funding’ for external grants for example, but still demonstrates a serious commitment by a local authority in the District’s heritage, culture and visitor economy. The National Lottery Heritage Fund is one option. We have learned of a number of ongoing or planned fairly large bids to NLHF – so competition locally could be an issue and there is a risk that the town looks uncoordinated in its approach to funding for heritage.

Long Term Governance and Management

It appears that the current concept is for MDC to manage the new building ‘in house’, at least initially, on completion of the capital build programme and installation of interpretation/exhibition. MDC currently has no such facility and indeed no Museum Service. This is not unusual for smaller local authorities. If this is to be a new museum with a high-quality exhibition (that evolves over time), programme of outreach and events, space for use by communities and a relationship to be maintained between the café operators (and indeed other operators in the park), management of volunteers, maintenance etc. - then this is a significant undertaking.

The timescale however for the completion of the design, planning, build and opening is early/mid 2028 – the time when the formality of local government reorganisation is scheduled to be complete. Therefore, it is unlikely that MDC will be able to make plans to run the facility as there will be a new unitary authority in place by this time. Future governance is something that could be developed in partnership with the other local authorities through a ‘shadow authority’ that will be in place prior to April 2028 – for example with Chelmsford City Council assuming they are in the same authority. Chelmsford CC have an existing museum service and are capable of incorporating a museum in Maldon into an existing portfolio (which could incorporate other similar spaces from other existing local authorities).

A3 – Cultural Engine Feedback

Alternative options could include working with another local groups or charity (or establishing one), with MDC supporting with capacity building prior to the opening of the building in 2028. The intention being to see the museum as independent from any local authority and able to secure a future in partnership with a range of partners (including the new unitary).

Plans for Cross-Subsidy Model Business Plan/Operational Plan

To reduce the likelihood of significant ongoing public subsidy, the current ambition is for the museum space to be flexible and multi-functional to allow for other uses that can generate revenue (workshops, activities, meetings etc.), and for a commercial café/restaurant offer to provide ongoing revenue into the core operation. This obviously depends upon an informed business plan as managing a café/restaurant offer and making a significant profit is challenging.

If there was significant demand from local groups/businesses etc. to utilise the core space for workshops, events etc. then this could drive good revenue through (although will need managing). However, this could conflict with having a high-quality exhibition as it is likely that this will need to be moved on a regular basis (although use of digital etc. can improve interpretation and experience while also being easy to move).

With a manager and small team in place, along with support of Council colleagues, it will be possible to apply for grants on an ongoing basis, or look for sponsorship etc. where relevant/appropriate. Could this be the local project that Maldon Salt are looking to support??!

Charging for entry can be a good way of raising money, but this very much depends upon the cost and the willingness of visitors to pay (will be a challenge if there isn't new interest/content/exhibitions etc. on a fairly regular basis). The existing museum did charge a small fee for entry, but found that asking for voluntary donations raised just as much. The new museum is likely to be a very different proposition however.

Another issue could be local businesses/hospitality seeing the new café space as competition. The aim of the project is to deliver an improved year-round visitor offer/experience in the park, and this should increase the number of visitors to the area which should benefit all local businesses.

Aspirations for Interpretation

There are obvious themes and historic periods for interpretation including the Battle of Maldon and many other aspects of the town/area's history. This can be explored in more detail as part of the wider interpretation strategy (and some issues are being developed for the Town of Culture application). To support repeat visits by locals and visitors to the town, it will be important to ensure there are updates and changes to the exhibition and an activity programme to support this. Working with other museums and archives across the area can also support new interpretation, displays and activities.

Although not necessarily directly relevant to interpretation, the existing archives/collections are fairly extensive and will need to be stored somewhere when not on display. It is likely that an updated exhibition will be more digitally-focused and utilising narrative and stories to bring the history to life, with sparing use of artefacts to strengthen this approach (i.e. not putting everything on display). Storage therefore is likely to be a significant challenge, and it is likely that the new

museum will attract interest from people who have important and relevant artefacts or documents relating to the town/area's history (this will require a solid acquisition plan/strategy).

MDC could take on another property elsewhere as a storage / archive space to relieve pressure on the new building. This could support other groups in the area (for example MAHG).

Tourism and Wayfinding

Maeldune Heritage Centre currently operates as a 'tourism information' space as well as wider community support. It is not a formal TIC, but does provide information on local heritage and attractions, some interpretation, artwork by local artists/crafters, the town tapestry and a digital archive on the town's history (belonging to the Maldon Society). The location of the Heritage Centre on the High Street means that it is a core part of the town centre/high street ecology. However, with investment required to maintain the historic building long-term, there could be a case for a strategic discussion with the Town Council to develop a short and longer-term approach to wayfinding and information for visitors in the town centre and park. The opportunity to significantly improve wayfinding in terms of information, trails, and signage from the park to the town centre is one that could be developed from the new Museum (and built into a wider wayfinding strategy that could emerge through the Neighbourhood Plan for example).

The building hosting both the Maeldune Heritage Centre and the historic Plume Library above is in need of capital investment (potentially up to or over £500,000 – not confirmed). Opportunities for the existing Maeldune Centre could include identifying opportunities for the Plume Library to increase interpretation and outreach (given the limited accessibility of the existing library on the first floor of the building), as well as a reconfiguration to support more art exhibitions, café and community space. This would be an additional/improved offer for the town centre, and complement the new Museum. Essentially the Maeldune Centre becomes a community and wayfinding space with space for community gatherings and potentially more engagement with the Plume Library. The new museum becomes the main heritage space for the town.



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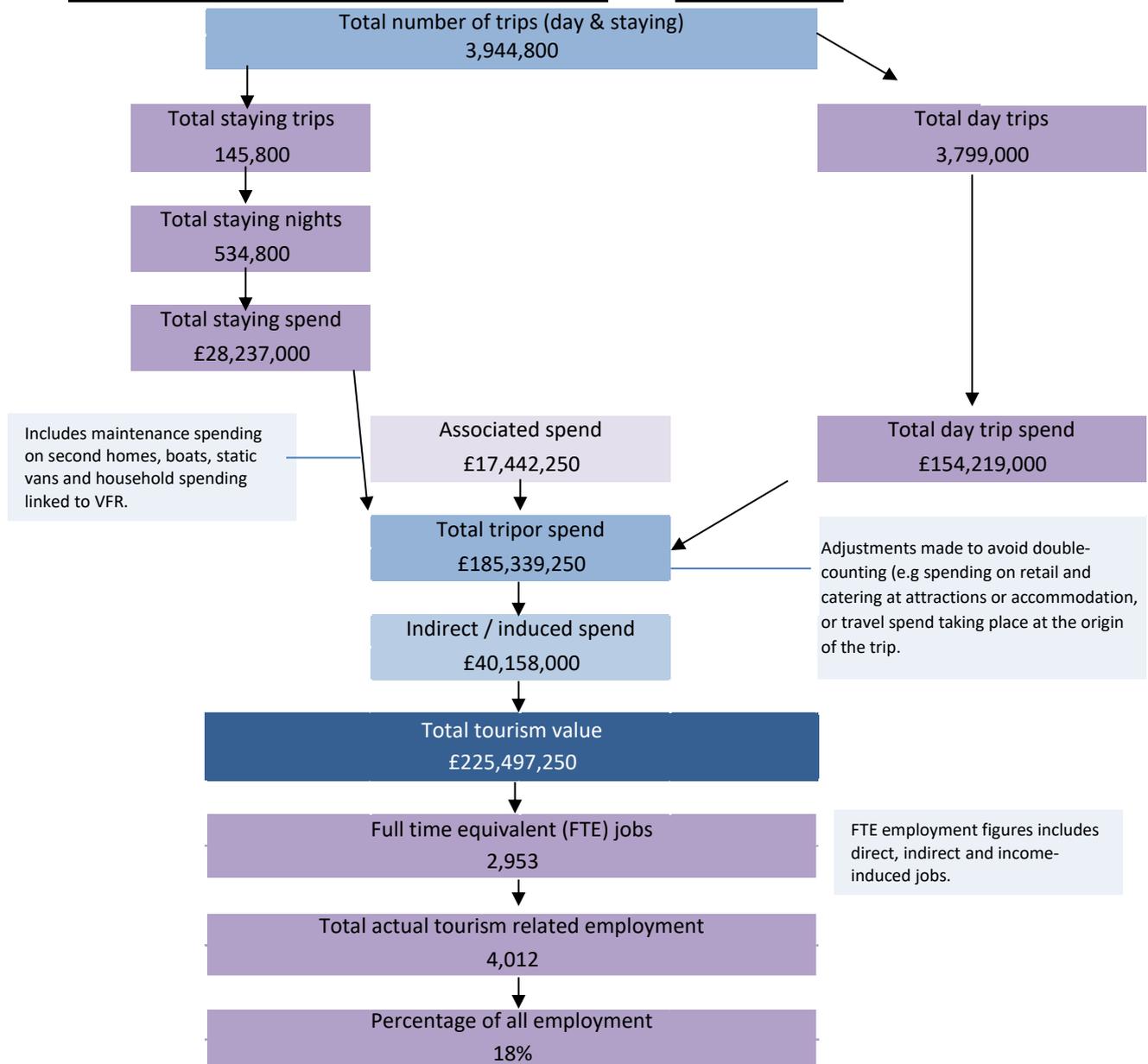
Produced by:

Destination Research
Sergi Jarques, Director

Economic Impact of Tourism
Maldon - 2024

A4 - Economic Impact of Tourism - Maldon 2024 Report

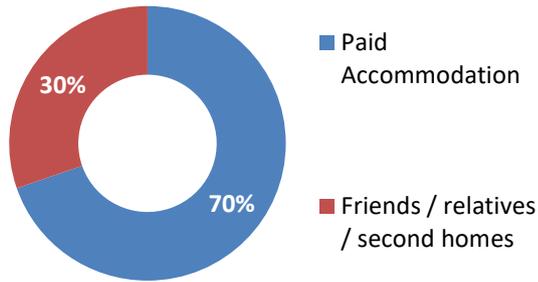
Economic impact of tourism – Headline figures Maldon - 2024



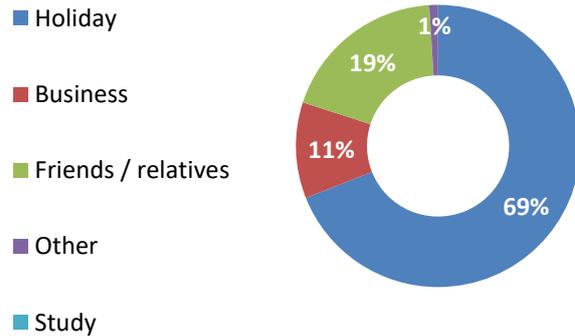
Economic impact of tourism – Year on year comparisons

<u>Day Trips</u>	2023	2024	Annual variation
Day trips volume	3,926,000	3,799,000	-3%
Day trips value	£157,159,000	£154,219,000	-2%
<u>Overnight trips</u>			
Number of trips	142,800	145,800	2%
Number of nights	462,100	534,800	16%
Trip value	£20,984,000	£28,237,000	35%
Total value	£218,752,250	£225,497,250	3%
Actual jobs	3,884	4,012	3%
	2023	2,024	Annual variation
Average length stay (nights x trip)	3.24	3.67	13.4%
Spend x overnight trip	£146.95	£193.67	31.8%
Spend x night	£45.41	£52.80	16.3%
Spend x day trip	£40.03	£40.59	1.4%

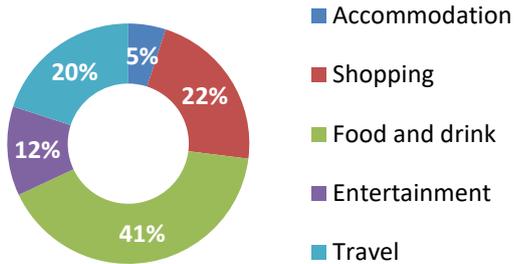
Type of accommodation



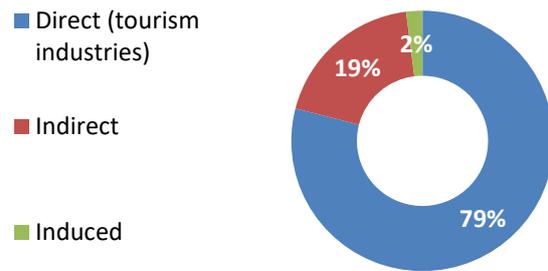
Trips by purpose



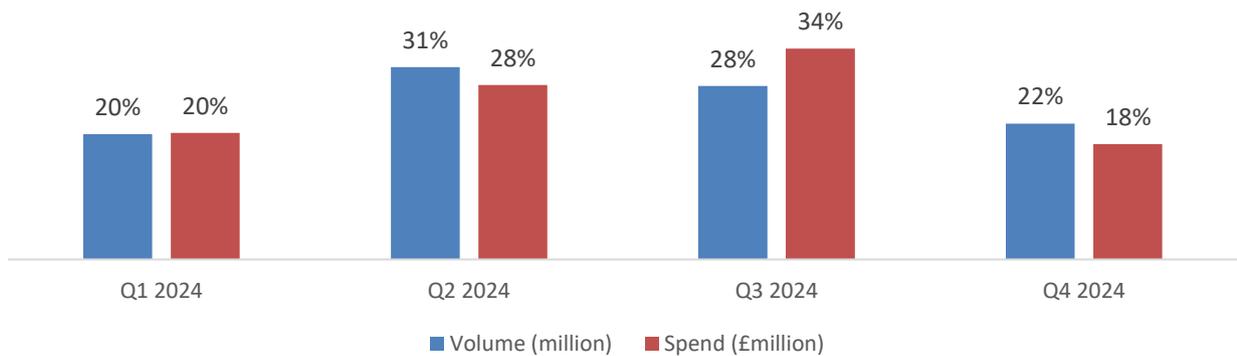
Breakdown of expenditure



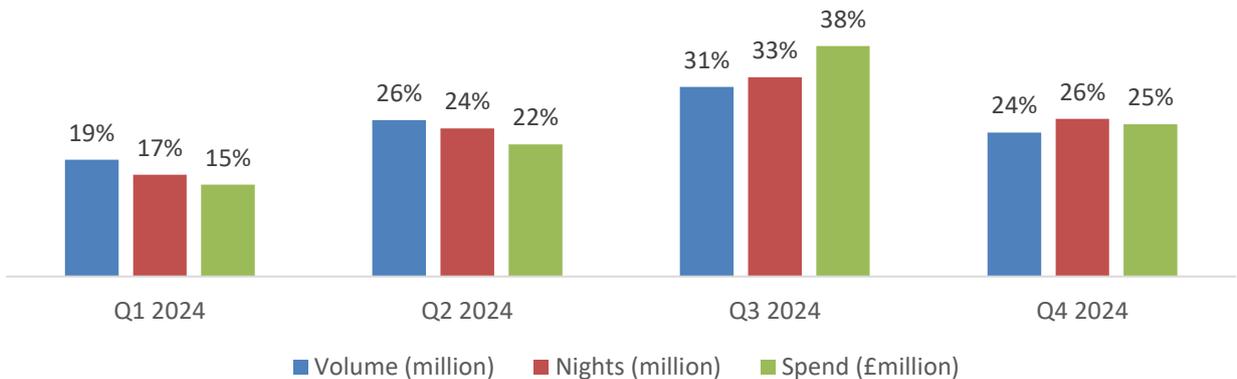
Type of employment



Tourism Day Trips - East of England



Overnight Trips - East of England



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Introduction

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2024 and provides comparative data against the previously published data. The results are derived using the Cambridge Economic Impact Model under licence by Destination Research Ltd based on the latest data from national tourism surveys and regionally/locally based data.

The Cambridge Model is a tool that is constantly changing and adapting. In recent years, both domestic and international tourism surveys used in the model have seen major updates in their methods and data collection techniques, leading to notable changes in their findings. In addition, the results have been further influenced by changes in travel behaviour due to factors like COVID-19, the cost-of-living crisis and rising energy costs. It is difficult to establish whether changes in reported travel and spending are simply a reflection of new travel patterns or are they mainly a result of the updated methodologies.

For this reason, we have implemented a hybrid data approach that involves a two-stage evaluation process. The first stage uses the Cambridge Model to break down regional tourism data into sub-regional areas using a top-down approach. This is then combined with bottom-up initiatives that include data from third-party sources and business performance data collected at the destination level by us and our partners. We have also employed time series analysis on previously published data, using concepts derived from State Space Models (SSM). The projected figures generated through this analysis, as presented in the Cambridge Model reports, aim to serve as a proxy for the potential outcomes that might have occurred in the absence of methodological changes.

This evolving methodology has been pivotal in our ability to produce a dynamic and reliable picture of tourism trends throughout the pandemic year, the cost-of-living crisis, and periods of fluctuations in inflation. It also ensures that our results are as timely, accurate, consistent, and comparable as they can be. Some examples of additional data sources introduced in the last five years are:

- Attractions data - ALVA (Association of Leading Visitor Attractions)
- VisitEngland Domestic Sentiment Tracker
- Short-term rental stock and occupancy - Lighthouse / AirDNA
- Local serviced accommodation data
- Tourism business counts - Inter Departmental Business Register (IDBR)
- UK inflation data - Consumer Prices Index (CPI, CPIH), Retail Prices Index (RPI)
- UK economy forecasts - Office for Budget Responsibility: Economic and fiscal outlook
- Footfall data (town centres, large retail outlets and car parks).

Contextual analysis - Recent issues affecting tourism

Inflation

The UK's annual Consumer Price Index (CPI) inflation rate for 2023 averaged 7.3%. This follows a peak of 9.1% in 2022. The average inflation rate for 2024 was around 2.9%.

Energy prices

Global prices for gas, electricity, and oil began rising in summer 2021 as economies reopened following pandemic-related lockdowns. This underlying increase was amplified by reduced fuel supplies from some producers and growing tensions between Russia and Ukraine.

The first major impact on domestic customers in Great Britain came in April 2022, when the energy price cap rose by 54%. The Government's Energy Price Guarantee then set a maximum unit price for consumers. However, the average annual bill for typical gas and electricity use remains significantly higher than in winter 2021/22.

Cost-of-Living

While the sentiment related to the cost-of-living crisis improved throughout 2024, vs 2022, there were still 70 to 80% of consumers who either believed that worst was still to come (30% to 35%) or that things will stay the same (40% to 45%). However, sentiment shifted throughout the year, with the last three months of 2024 being the most negative.

Value of the pound

Over the past five years or so, the pound has been relatively weak, especially against the dollar, and to a lesser extent against the euro. A weaker pound means that it is generally cheaper for overseas residents to visit the UK, which makes the UK relatively more attractive. It also makes staying in the UK relatively more attractive to UK tourists compared to travelling abroad.

Staffing issues

Staff vacancies have been affected by employment costs associated with changes to minimum wage and employment National Insurance contributions.

Electronic travel authorisation (ETA) and EU visitor passport requirements.

The UK's roll out of the £10 electronic travel authorisation (ETA) began in October 2023, first for all non-visa nationals and then required for visitors from European countries too. It has been assumed that ETAs will have a very low impact for long-haul markets, as it is a very small proportion of total trip spend and a low impact for Europe, as the proportion of trip spend would be larger.

Tax-free shopping

While the UK was part of the EU, it had a tax-free shopping scheme allowing non-EU visitors to claim back VAT on goods purchased in the UK and taken home. This scheme ended in Great Britain after the Brexit transition on 31 December 2020. The end of the scheme led to higher tax revenues, even though foreign tourist spending has declined and is expected to keep falling.

Domestic and overseas trips: 2024 results

Domestic overnights visits

There were 105.6 million domestic overnight trips in Great Britain in 2024. Domestic spend on overnight trips reached 32.9 billion, and the average spend per trip in Great Britain rose from £266 in 2023, to £312 in 2024.

- Domestic overnight trips volume decreased by 10% vs 2023 and by 14% vs 2022.
- Spend on overnight trips in England in 2024 was 5% above 2023 and 3% above 2022.
- Large towns and cities continued to be the most popular destinations in England in 2024 and further increased in popularity in 2024, from 44% share in 2022, 45% in 2023 to 46% in 2024.
- The number of trips with a stay in a 'caravan / camping / glamping' reduced vs 2023 and 2022.
- In 2024, regions with the largest share of overnight trips in England were South West (17%), London (17%), North West (16%) and South East (16%).

Domestic day visits

There were 1.03 billion domestic tourism day visits in Britain in 2024. Spend on day visits in Great Britain reached £54.8bn, and the average spend per day visit in Great Britain rose from £44 in 2023, to £53 in 2024.

- The domestic tourism day visits volume decreased in 2024 by 12% vs 2023 after an 8% year-on-year increase in 2023.
- Spend on tourism day visits in England in 2024 rose by 6% in 2024 to £48.4 billion, following a 15% year-on-year increase in 2023.
- Visits to the seaside increased in 2024, especially during the first quarter of the year.
- In 2024, London was still the most popular day visit destination in England (21% of visits and 25% of spend), followed by the South East and North West.

Visits to visitor attractions

Overall, attractions in England reported an 1.4% annual increase in visits from 2023 to 2024, with a 7% increase in 2024 adult admission fees (higher than the rate of inflation) and an 8% increase in gross revenue.

Overseas visits

VisitBritain's estimate for the full year 2024 is 41.2 million inbound visits to the UK with £31.5 billion spent. This would represent growth of 9% in visits on 2023, and would be 1% up on 2019. Spend would be 1% up on 2023 (though 1% down in real terms) and 11% up in nominal terms on 2019.

- Visits to Friends or Relatives (VFR) lead the recovery, with trips and spend surpassing pre-COVID levels.
- Holiday visits have almost reached pre-COVID levels and are growing, although spend is down in real terms.
- Business visits are lagging well behind (both short and long haul) though up on 2023
- The fast recovery of VFR trips has pushed down average spend per visit.

Volume of tourism

Maldon - 2024

Staying visitors - Accommodation type

Trips by accommodation

	UK		Overseas		Total	
Serviced	27,000	22%	7,000	30%	34,000	23%
Self catering	1,000	1%	400	2%	1,400	1%
Camping	16,000	13%	2,800	12%	18,800	13%
Static caravans	32,000	26%	200	1%	32,200	22%
Group/campus	3,000	3%	2,400	10%	5,400	4%
Paying guest	0	0%	0	0%	0	0%
Second homes	5,000	4%	1,100	4%	6,100	4%
Boat moorings	4,000	3%	0	0%	4,000	3%
Other	1,000	1%	3,500	14%	4,500	3%
Friends & relatives	33,000	27%	6,400	27%	39,400	27%
Total	2024	122,000	23,800		145,800	
Comparison	2023	126,000	16,800		142,800	
Difference		-3%	42%		2%	

Nights by accommodation

	UK		Overseas		Total	
Serviced	57,000	14%	18,400	14%	75,400	14%
Self catering	3,000	1%	1,300	1%	4,300	1%
Camping	61,000	15%	13,900	10%	74,900	14%
Static caravans	115,000	29%	1,100	1%	116,100	22%
Group/campus	19,000	5%	28,700	22%	47,700	9%
Paying guest	0	0%	0	0%	0	0%
Second homes	16,000	4%	33,000	25%	49,000	9%
Boat moorings	21,000	5%	0	0%	21,000	4%
Other	4,000	1%	5,400	4%	9,400	2%
Friends & relatives	107,000	26%	30,000	23%	137,000	25%
Total	2024	403,000	131,800		534,800	
Comparison	2023	354,000	108,100		462,100	
Difference		14%	22%		16%	

Spend by accommodation type

	UK		Overseas		Total	
Serviced	£8,610,000	37%	£921,000	18%	£9,531,000	34%
Self catering	£189,000	1%	£96,000	2%	£285,000	1%
Camping	£2,351,000	10%	£546,000	11%	£2,897,000	10%
Static caravans	£4,981,500	22%	£0	0%	£4,981,500	18%
Group/campus	£221,000	1%	£1,148,000	22%	£1,369,000	5%
Paying guest	£0	0%	£0	0%	£0	0%
Second homes	£1,331,000	6%	£1,319,000	25%	£2,650,000	9%
Boat moorings	£1,498,000	6%	£0	0%	£1,498,000	5%
Other	£359,000	2%	£117,000	2%	£476,000	2%
Friends & relatives	£3,536,500	15%	£1,013,000	20%	£4,549,500	16%
Total	2024	£23,077,000	£5,160,000		£28,237,000	
Comparison	2023	£17,475,000	£3,509,000		£20,984,000	
Difference		32%	47%		35%	

Serviced accommodation includes hotels, guesthouses, inns, B&B and farms. Paying guest refers to overseas visitors staying in private houses (e.g. language school students). Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.

Staying visitors - Purpose of trip

Trips by purpose

	UK		Overseas		Total	
Holiday	91,000	75%	9,500	38%	100,500	69%
Business	9,000	7%	6,300	25%	15,300	11%
Friends & relatives	21,000	17%	7,000	31%	28,000	19%
Other	1,000	1%	1,000	6%	2,000	1%
Study	0	0%	0	0%	0	0%
Total	2024	122,000	23,800		145,800	
Comparison	2023	126,000	16,800		142,800	
Difference		-3%	42%		2%	

Nights by purpose

	UK		Overseas		Total	
Holiday	315,000	78%	38,800	30%	353,800	66%
Business	24,000	6%	24,000	18%	48,000	9%
Friends & relatives	60,000	15%	61,000	46%	121,000	23%
Other	4,000	1%	8,000	6%	12,000	2%
Study	0	0%	0	0%	0	0%
Total	2024	403,000	131,800		534,800	
Comparison	2023	354,000	108,100		462,100	
Difference		14%	22%		16%	

Spend by purpose

	UK		Overseas		Total	
Holiday	£17,076,000	74%	£1,909,000	37%	£18,985,000	67%
Business	£3,462,000	15%	£1,084,000	21%	£4,546,000	16%
Friends & relatives	£2,077,000	9%	£1,754,000	34%	£3,831,000	14%
Other	£462,000	2%	£413,000	8%	£875,000	3%
Study	£0	0%	£0	0%	£0	0%
Total	2024	£23,077,000	£5,160,000		£28,237,000	
Comparison	2023	£17,475,000	£3,509,000		£20,984,000	
Difference		32%	47%		35%	

Day visitors

Total volume and value of day trips

	Trips		Spend	
Urban visits	1,241,000		£57,124,000	
Countryside visits	872,000		£32,649,000	
Coastal visits	1,686,000		£64,446,000	
Total	2024	3,799,000	£154,219,000	
Comparison	2023	3,926,000	£157,159,000	
Difference		-3%	-2%	

Value of tourism

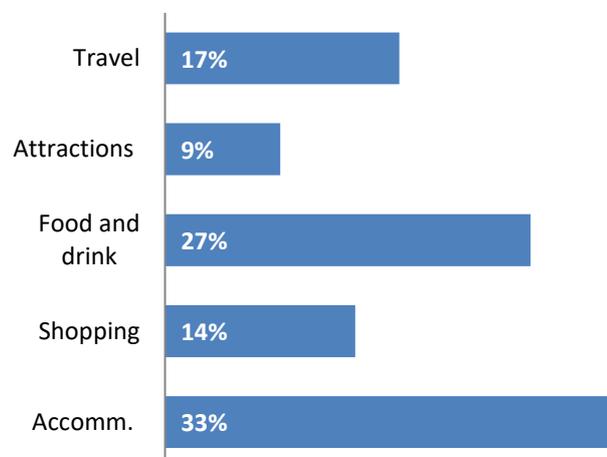
Maldon - 2024

Expenditure associated with trips:

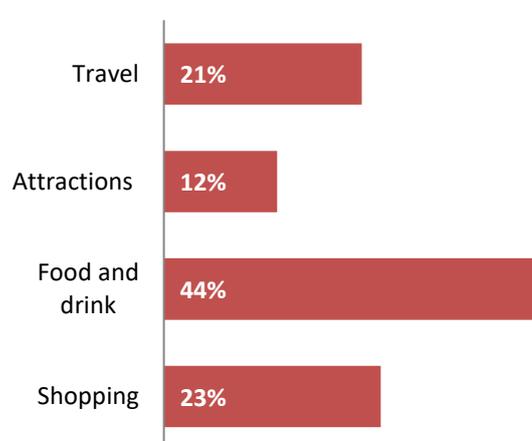
Direct expenditure associated with trips

		Accomm.	Shopping	Food and drink	Attractions	Travel	Total
UK visitors		£7,846,200	£2,538,500	£6,461,600	£1,846,200	£4,384,500	£23,077,000
Overseas visitors		£1,444,800	£1,444,800	£1,186,800	£567,600	£516,000	£5,160,000
Total staying		£9,291,000	£3,983,300	£7,648,400	£2,413,800	£4,900,500	£28,237,000
Total staying (%)		33%	14%	27%	9%	17%	100%
Total day visitors		£0	£35,470,400	£67,856,400	£18,506,200	£32,386,000	£154,219,000
Total day visitors (%)		0%	23%	44%	12%	21%	100%
Total	2024	£9,291,000	£39,453,700	£75,504,800	£20,920,000	£37,286,500	£182,456,000
%		5%	22%	41%	12%	20%	100%
Comparison	2023	£6,822,000	£38,258,000	£75,973,000	£20,580,000	£36,509,000	£178,142,000
Difference		36%	3%	-1%	2%	2%	2%

**Breakdown of expenditure
Staying visitors**



**Breakdown of expenditure
Day visitors**



Other expenditure associated with tourism activity

Other expenditure associated with tourism activity - Estimated spend				
Second homes	Boats	Static vans	Friends & relatives	Total
£1,504,000	£3,631,250	£6,195,000	£6,112,000	£17,442,250

Spend on second homes is assumed to be an average of £2,200 on rates, maintenance, and replacement of furniture and fittings. Spend on boats assumed to be an average of £2,500 on berthing charges, servicing and maintenance and upgrading of equipment. Static van spend arises in the case of vans purchased by the owner and used as a second home. Expenditure is incurred in site fees, utility charges and other spending and is estimated at £2,500. Additional spending is incurred by friends and relatives as a result of people coming to stay with them. A cost of £225 per visit has been assumed based on national research for social and personal visits.

Direct turnover derived from trip expenditure

Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees whose jobs are directly or indirectly supported by tourism spending.

	Overnight trips	Day trips	Total trips
Accommodation	£9,391,000	£1,372,000	£10,763,000
Retail	£3,912,000	£35,466,000	£39,378,000
Catering	£7,476,000	£66,564,000	£74,040,000
Attractions	£2,633,000	£19,242,000	£21,875,000
Transport	£2,895,000	£18,946,000	£21,841,000
Non-trip spend	£17,442,250	£0	£17,442,250
Total Direct 2024	£43,749,250	£141,590,000	£185,339,250
Comparison 2023	£36,367,250	£144,003,000	£180,370,250
Difference	20%	-2%	3%

Adjustments have been made to recognise that some spending on retail and food and drink will fall within attractions or accommodation establishments. It is assumed that 40% of travel spend will take place at the origin of the trip rather than at the destination.

Supplier and income induced turnover

	Overnight trips	Day trips	Total trips
Indirect spend	£7,139,000	£25,380,000	£32,519,000
Non trip spending	£3,663,000	£0	£3,663,000
Income induced	£2,294,000	£1,682,000	£3,976,000
Total 2024	£13,096,000	£27,062,000	£40,158,000
Comparison 2023	£10,760,000	£27,622,000	£38,382,000
Difference	22%	-2%	5%

Income induced spending arises from expenditure by employees whose jobs are supported by tourism spend.

Total local business turnover supported by tourism activity – Value of tourism

	Overnight trips	Day trips	Total trips
Direct	£43,749,250	£141,590,000	£185,339,250
Indirect	£13,096,000	£27,062,000	£40,158,000
Total Value 2024	£56,845,250	£168,652,000	£225,497,250
Comparison 2023	£47,127,250	£171,625,000	£218,752,250
Difference	21%	-2%	3%

Employment

Maldon - 2024

Employment

The model generates estimates of full time equivalent jobs based on visitor spending. The total number of 'actual' jobs will be higher when part time and seasonal working is taken into account. Conversion of full time equivalent jobs into actual jobs relies on information from business surveys in the sectors receiving visitor spending.

Direct employment

Full time equivalent (FTE)				
	Overnight trips	Day trips	Total trips	
Accommodation	134	20	154	7%
Retailing	30	276	306	14%
Catering	103	913	1,016	46%
Entertainment	37	270	307	14%
Transport	16	107	123	5%
Non-trip spend	317	0	317	14%
Total FTE 2024	637	1,586	2,223	
Comparison 2023	544	1,616	2,160	
Difference	17%	-2%	3%	
Estimated actual jobs				
	Overnight trips	Day trips	Total trips	
Accommodation	199	29	228	7%
Retailing	46	413	459	15%
Catering	154	1,370	1,524	48%
Entertainment	52	381	433	14%
Transport	23	150	173	5%
Non-trip spend	362	0	362	11%
Total Actual 2024	836	2,343	3,179	
Comparison 2023	700	2,388	3,088	
Difference	19%	-2%	3%	

Indirect & induced employment

Full time equivalent (FTE)			
	Overnight trips	Day trips	Total trips
Indirect jobs	196	461	657
Induced jobs	42	31	73
Total FTE 2024	238	492	730
Comparison 2023	196	502	698
Difference	22%	-2%	5%

Estimated actual jobs			
	Overnight trips	Day trips	Total trips
Indirect jobs	224	526	750
Induced jobs	48	35	83
Total Actual 2024	272	561	833
Comparison 2023	223	573	796
Difference	22%	-2%	5%

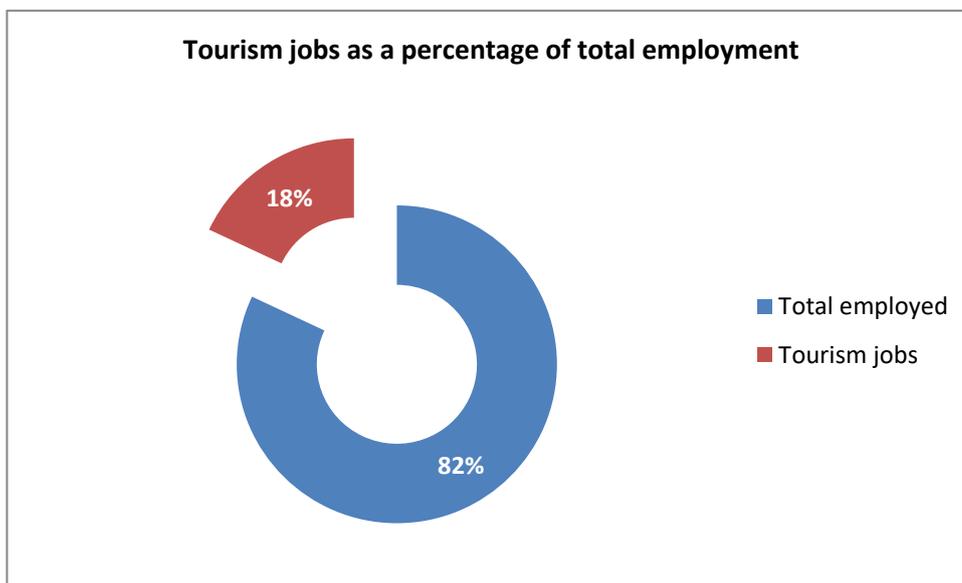
Total jobs

Actual jobs are estimated from surveys of relevant businesses at locations in England and take account of part time and seasonal working.

Full time equivalent (FTE)						
	Overnight trips		Day trips		Total trips	
Direct	637	73%	1,586	76%	2,223	75%
Indirect	196	22%	461	22%	657	22%
Induced	42	5%	31	2%	73	3%
Total FTE	2024	875	2,078		2,953	
Comparison	2023	740	2,118		2,857	
Difference		18%		-2%		3%
Estimated actual jobs						
	Overnight trips		Day trips		Total trips	
Direct	836	76%	2,343	81%	3,179	79%
Indirect	224	20%	526	18%	750	19%
Induced	48	4%	35	1%	83	2%
Total Actual	2024	2,014	2,904		4,012	
Comparison	2023	923	2,960		3,884	
Difference		118%		-2%		3%

Tourism jobs as a percentage of total employment

	Overnight trips	Day trips	Total trips
Total employed	73,700	22,949	22,949
Tourism jobs	2,014	2,904	4,012
Proportion all jobs	2.7%	13.0%	18.0%
Comparison	2023	923	2,960
Difference	118%	-2%	3%



Economic impact of tourism – Headline figures

Maldon - 2024

The key 2024 results of the economic impact assessment are:

3.9 million trips were undertaken in the area.

3.8 million day trips.

0.1 million staying trips.

0.5 million nights in the area as a result of staying trips.

£182 million spent by tourists during their trip to the area.

£15 million spent on average in the local economy each month.

£28 million generated by staying trips.

£154 million generated from irregular day trips.

£225 million spent in the local area as result of tourism, taking into account multiplier effects.

4,013 jobs supported, both for local residents and for those living nearby.

3,179 tourism jobs directly supported.

833 non-tourism related jobs supported linked to multiplier spend from tourism.

Appendix I - Introduction about Cambridge Model

This report examines the volume and value of tourism and the impact of that expenditure on the local economy. The figures were derived using the Cambridge Economic Impact Model and the research was undertaken by Destination Research.

Data sources

The main national surveys used as data sources in stage one include:

- Domestic tourism statistics: An online survey collecting data on both domestic overnight trips as well as domestic day trips.
- International Passenger Survey (IPS) information on overseas visitors to the UK.

These surveys provide information down to a regional level. In order to disaggregate data to a local level the following information sources are used:

- Records of known local accommodation stock
- VisitEngland's surveys of Visits to Attractions, which provides data on the number of visitors to individual tourist attractions
- Attractions data supplied by ALVA (Association of Leading Visitor Attractions)
- Short-term rental stock and occupancy - Lighthouse / AirDNA
- Hotel market data and benchmarking – STR
- Latest estimates of resident population as based on the Census of Population
- Selected data from ONS employment-related surveys
- Selected data on the countryside and coast including national designations and length of the coastline (where relevant).

The model also includes contextual and sector-specific data from third-party sources and destination-level business performance data captured by or on behalf of our destination partners. Data sources include:

- Tourism business counts - Inter Departmental Business Register (IDBR)
- UK inflation data - Consumer Prices Index (CPI, CPIH), Retail Prices Index (RPI)
- UK economy forecasts - Office for Budget Responsibility: Economic and fiscal outlook
- Footfall data (town centres, large retail outlets and car parks).

Limitations of the Model

It should be noted that the model cannot take into account any leakage of expenditure from tourists taking day trips out of the area in which they are staying. While it is assumed that these may broadly balance each other in many areas, in locations receiving significant numbers of day visitors from London, there is likely to be an underestimate in relation to the number of overseas day visitors staying in holiday accommodation in London. Whilst it is important to be aware of these issues, we are confident that the estimates we have produced are as reliable as is practically possible within the constraints of the information available.

Rounding

All figures used in this report have been rounded. Therefore, in some tables there may be a slight discrepancy between totals and sub totals.

Staying Visitors

Data on domestic overnight visits is based on a new combined online survey that replaced the separate Great Britain Tourism Survey and Great Britain Day Visits Survey. It provides information on the total number of trips to the region and the relative proportions using different types of accommodation. By matching these figures to the supply of such accommodation, the regional average number of trips per bedspace or unit of accommodation can be derived. The International Passenger Survey (IPS) provides information on the total number of trips by overseas visitors to the region. The model uses three year rolling averages to reduce extreme highs and lows which are due to small sample sizes, rather than being a reflection on drastic changes in demand year-on-year.

Day Visitors

Information on day trips at a regional level is available from a new combined online survey that replaced the separate Great Britain Tourism Survey and Great Britain Day Visits Survey. The new survey includes all leisure-related trips from home. It should be noted that a large proportion are local trips made by people resident in the locality. The model uses information from the survey to estimate the number of longer day trips (defined as those lasting at least 3 hours and involving travel of more than 20 miles) and irregular trips lasting more than 3 hours.

Impact of tourism expenditure

This section examines the impact of the tourism expenditure in terms of the direct, indirect and induced expenditure as well as an estimate of actual jobs (both direct and indirect) supported by tourism expenditure in the district.

The above-mentioned surveys offer a breakdown of visitor spending. The impact of this initial round of expenditure will be subsequently increased by multiplier effects. These arise from the purchase of supplies and services by the businesses in receipt of visitor expenditure (indirect impacts), and by the income induced-effects arising from the spending of wages by employees in the first round of business and in subsequent expenditure in supplier business (induced impacts).

The New Earnings Survey which provides information on wage levels by industry sector and region is an internal business database which includes data on the structure of business expenditure, local linkages and multiplier ratios drawn from a wide range of business and economic studies carried out by Geoff Broom Associates, PA Cambridge Economic Consultants and others. By applying the breakdown to the estimates of visitor spending, the model generates estimates of total direct spending.

Evidence from national studies suggests that some minor adjustments are required to match visitor spend to business turnover – for example, some expenditure on food and drink actually takes place in inns and hotels that fall in the accommodation sector and within attractions. More significantly, expenditure on travel costs associated with individual trips is equally likely to take place at the origin of the trip as the destination. Therefore the model assumes that only 40% of travel expenditure accrues to the destination area.

Number of full time job equivalents

Having identified the value of turnover generated by visitor spending, it is possible to estimate the employment associated with that spending. Wages for staff and drawings for the proprietors will absorb a proportion of that turnover. By applying these proportions to the overall additional turnover in each sector, the amount of money absorbed by employment costs can be calculated. The New Earnings Survey provides data from which the average costs by business sector, adjusted to take account of regional differences, can be calculated.

After allowing for additional costs such as National Insurance and pension costs, an average employment cost per full time equivalent job can be estimated. The number of such jobs in the local area can then be estimated by dividing the amount of business expenditure on wages and drawings by the average employment cost per job.

Number of Actual Jobs

The model generates estimates of full time equivalent jobs based on visitor spending. However, the total number of actual jobs will be higher when part time and seasonal working is taken into account. The full time equivalent jobs arising directly from visitor spending are converted into actual jobs using information from business surveys in the sectors receiving visitor spending (principally accommodation, food and drink, retail, attractions, transport). In general, the conversion factor between full time equivalent jobs and actual jobs varies around 1.5 in those sectors.

The indirect and income-induced jobs arise across a much wider range of employment sectors. Therefore, the average 1.16 for all sectors based on Census of Employment data has been used to convert full time equivalent jobs in this sector to actual jobs.

The employment estimates generated by the model include both self-employed and employed people supported by visitor expenditure. The model also includes an estimate of the additional jobs arising in the attractions sector, which are not related to visitor expenditure. However, the numbers do not include other tourism-related employment such as jobs in local authorities arising from their tourism functions, e.g. tourist information staff, additional public health, parks and gardens, public conveniences, maintenance sections and jobs arising from capital investment in tourism facilities.

Produced by:

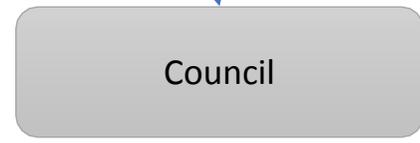
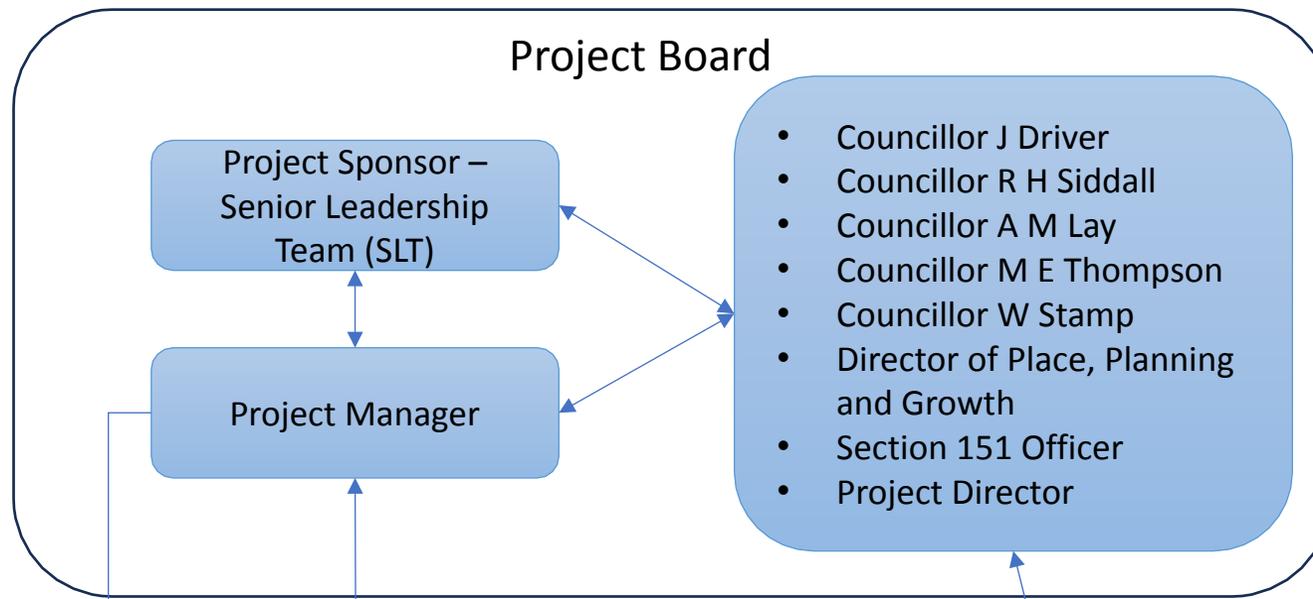


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A6 – Maldon Museum Extension Project Board Terms of Reference

MALDON DISTRICT COUNCIL

MALDON MUSEUM EXTENSION PROJECTS BOARD – AGREED TERMS OF REFERENCE

1. The initial membership of the Maldon Museum Extension Projects Board (MMEPB) is comprised of five Members from the Strategic Asset Working Group: Councillors J Driver, A M Lay, R H Siddall, W Stamp and M E Thompson and the Director of Place, Planning and Growth, the Director of Finance (Section 151) and the Project Director. Other supporting officers will attend as required to support the Project Board.
2. The MMEPB will be in place until May 2026 Statutory Annual Council, when new appointments will be made for the municipal year. Council will then keep under review the constitution and membership of the new board in accordance with other Member Working Groups.
3. At the first meeting of the MMEPB, Members of the Group shall elect a Chairperson. Members appointed as the Chairperson will provide a leadership role, and present back recommendation to the Council on behalf of this Board.
4. A quorum for the MMEPB is set to three Members.
5. Substitutes for are allowed, including non-aligned Members (who must notify the Chairperson directly) as the Board does not need to be politically balanced.
6. The MMEPB has a strategic role that includes several responsibilities and accountabilities, as listed below;
 - 6.1. Provides overall strategic direction and guidance, including inputs to context beyond the project, [such as synergies with other Council or partners' projects and interventions].
 - 6.2. Ensures cross-functional representation from Maldon District Council, project delivery partners and key stakeholders.
 - 6.3. Is responsible for reporting on the overall success of the project (i.e. delivery project outputs and outcomes).
 - 6.4. Ensures appropriate programme and project management processes, systems and procedures are implemented.
 - 6.5. Considers and recommends to Council on the key decisions and for the commitment of resources (including funding) to the projects.

A6 – Maldon Museum Extension Project Board Terms of Reference

- 6.6. Considers and recommends to Council the sign off of the completion of each project stage and authorises the start of the next stage (gateway approval).
- 6.7. Delegation is granted to the Chief Executive, in consultation with the Project Board, to finalise and submit the planning application for this project.
- 6.8. Considers and recommends to Council any escalated issues and risks from the Project Delivery Team (i.e. which cannot be resolved by the Project Manager).
- 6.9. Monitor the project risk register and when appropriate escalate risks that cannot be resolved by the Board that maybe detrimental to the successful delivery of the project.
- 6.10. Considers and recommends to the Council on project tolerance levels – time, cost and quality.
- 6.11. Considers and recommends to the Council on project scope, budget and timeframe.
- 6.12. Considers and recommends to the Council on any proposed major changes to project scope, budget and duration (quality, cost & time) i.e. where changes can be accommodated within the agreed business case envelope and/or Project Sponsor delegated authority.
- 6.13. Considers and recommends to the Council on the key stakeholder and public engagement strategy and programme.
- 6.14. Considers the Project Highlight Reports. Considers the End Project Report and/or Lessons Learned

ID	Task Mode	Task Name	Duration	Start	Finish	Qtr 1, 2026			Qtr 2, 2026			Qtr 3, 2026			Qtr 4, 2026			Qtr 1, 2027			Qtr 2, 2027			Qtr 3, 2027			Qtr 4, 2027			Qtr 1, 2028			Qtr 2, 2028		
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
1		MALDON DC PROM PARK MUSEUM	629 days?	Tue 02/12/25	Fri 28/04/28																														
2		Governance	324 days	Tue 02/12/25	Fri 26/02/27																														
3		Establish Project Board	7 wks	Tue 02/12/25	Mon 19/01/26																														
4		Project Board meetings																																	
5		Review of updated design brief - SAWG	4 wks	Mon 05/01/26	Fri 30/01/26																														
6		OBC Soft briefing to SLT	1 day	Wed 25/02/26	Wed 25/02/26																														
7		SAWG Meeting	1 day	Mon 02/03/26	Mon 02/03/26																														
8		OBC Final paper to SLT	1 day	Wed 11/03/26	Wed 11/03/26																														
9		Committee meeting for OBC Agenda	1 day	Fri 13/03/26	Fri 13/03/26																														
10		Final OBC Papers to Committee	1 day	Thu 19/03/26	Thu 19/03/26																														
11		OBC Approval at Committee	1 day	Thu 26/03/26	Thu 26/03/26																														
12		Stage 2 Design & Cost review by Project Board	2 wks	Mon 16/02/26	Fri 27/02/26																														
13		PB Approval to Business Case	1 day	Mon 02/03/26	Mon 02/03/26																														
14		Stage 3 Design & Cost update for Project Board	1 wk	Mon 27/04/26	Fri 01/05/26																														
15		Stage 4 Design & Cost review vs budget																																	
16		Tender report & recommendations - PB review vs budget	1 wk	Mon 25/01/27	Fri 29/01/27																														
17		PB agreement to award contract + award governance	4 wks	Mon 01/02/27	Fri 26/02/27																														
18																																			
19		Stakeholder Engagement	31 days	Fri 22/01/27	Mon 08/03/27																														
20		Museum Trust																																	
21		CLOSE MUSEUM & DECANT TO STORE - LATEST CRITICAL DATE	31 days	Fri 22/01/27	Mon 08/03/27																														
22		Potential Café operators																																	
23		Local businesses																																	
24		Kiosk operators																																	
25		Local residents																																	
26		Schools/colleges																																	
27		Tourist board																																	
28		<New Task>																																	
29																																			
30		Design Process	210 days	Mon 15/12/25	Fri 02/10/26																														
31		Stage 2 Design - Strategic Brief	55 days	Mon 15/12/25	Fri 27/02/26																														
32		Review & update Brief & Concept design	4 wks	Mon 05/01/26	Fri 30/01/26																														
33		Operation, function & market expectations (flexibility/profitability) - Client	2 wks	Tue 13/01/26	Mon 26/01/26																														
34		Surveys	4 wks	Mon 19/01/26	Fri 13/02/26																														
35		Develop Services strategy	2 wks	Mon 19/01/26	Fri 30/01/26																														
36		Develop Sustainability strategy	2 wks	Mon 19/01/26	Fri 30/01/26																														
37		Intital cost plan	2 wks	Mon 02/02/26	Fri 13/02/26																														
38		Stage 2 Design Review	2 wks	Mon 16/02/26	Fri 27/02/26																														
39		Governance Period																																	
40		Agreement to proceed	1 day	Mon 02/03/26	Mon 02/03/26																														
41																																			
42		Stage 3 Design - Spatial Coordination	56 days	Mon 16/02/26	Mon 04/05/26																														
43		Heritage building strategy	1 wk																																
44		Develop architectural design & interior functionality	2 wks																																
45		Services strategy outline design	3 wks																																
46		Structural strategy outline design	3 wks																																
47		Sustainability outline design (Net Zero viability)	1 wk																																
48		Landscape outline design	2 wks																																
49		Surveys																																	
50		Fire Strategy	2 wks																																
51		Stage 3 Design report & review including costs	2 wks	Mon 13/04/26	Fri 24/04/26																														

Project: Museum Project Delive Date: Thu 05/03/26

Task		Summary		Inactive Milestone		Duration-only		Start-only		External Milestone		Manual Progress
Split		Project Summary		Inactive Summary		Manual Summary Rollup		Finish-only		Deadline		Progress
Milestone		Inactive Task		Manual Task		Manual Summary		External Tasks		Progress		Manual Progress

Museum Extension - Project Strategic Risk Management Plan

UPDATE - MARCH 2026

No.	Date Raised	Scenario (As a result of)	Risk (there is a risk that)	Outcome (which could result in)	Analysis			Response	Mitigation Control	Mitigation Actions	Deadline	Post Prevention Analysis			Status	Date Closed	Owner/Category
					Prob	Sev	RAG					Prob	Sev	RAG Score			
1		Members reject option to proceed with project proposal	Museum will remain operating from the lodge Abortive costs for design development up to point of decision not to proceed	The lodge is not currently fully accessible due to age and configuration of the building. As a result it could require significant (and expensive) remediation to accommodate increasing public accessibility needs if the museum remains open. This will be the responsibility of the Council as landowner and Museum partner...	2	3	●	Avoid	Member support/alternative solution to be sought via SAWG	SAWG review of business cases 23/05 SAWG decision to proceed to Planning submission. OBC in development for full funding. Final decision at FBC Q3 26/Q4 27	Q3 2026	1	3	●			Strategic - Council
2		Limited availability of specialist resources (e.g. asbestos contractors) when required	Project progress could be delayed	project forecast timescales/cost may not be met impacting Kiosk business + MDC reputation	1	3	●	Manage	Allow sufficient contingency time/cost for this phase of the project	Prioritise appointment of specialist contractors so are ready to attend site on dates needed	TBC once project approved	1	3	●	CLOSED	05/03/26	Operational - Resource
3		Limited PM resource (MDC) if resource is unconfirmed or allocated to other projects	If PM resource is not secured this will risk deliverable across the project in relation to time, cost & quality	delayed project, over budget & not delivered to exact specification	2	3	●	Manage	The project sponsor needs to clarify priorities & project resource for the entirety of the project	internal resource is fully funded & allocated to the delivery of the project	23/05	1	3	●	CLOSED	05/03/26	Operational - Resource
4		Museum objection (e.g to relocating from lodge/extending display across Hythe Quay and Extended Museum)	project is unable to progress despite support from Members/Public. SAWG advise that current operating model is unsuited for the new site	Communication breakdown/non-engagement OR potential to lose Museum Trust as occupant AND reputation impact for Council and Museum	5	3	●	Manage	Ensure early engagement to understand Museum role, level of engagement and likely participation in future model inc.concerns/expectations so these can be logged and managed by project	Meeting arranged with Museum early in project to establish intentions (even if scope still TBC/professional team not yet engaged)	Q3 2026	2	3	●			Strategic - Council
5	05/03/26	Unable to complete by LGR date April 2028	Difficulty in handing over incomplete asset to new unitary authority	Lack of continuity, loss of momentum and oversight	3	3	●	Manage	Project development, governance, early funding authorisation & procurement	OBC in development for full funding. Regular progress updates with SAWG. Procurement action required	31/03/26	1	3	●			Operational
7	05/03/26	Ability to promptly procure professional teams for the detailed design stage 4	Delay in starting design work	Overrun on final handover date	2	4	●	Manage	Working with Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	3	●			Operational
	05/03/26	Ability to identify suitable construction partners that are willing to tender for the work	Market does not respond adequately to the project requirements	Wrong contractors unsuited to type of construction and quality requirements	2	4	●	Manage	Working with Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	4	●			Operational
	05/03/26	Ability to design a tender process for construction work that does not require a fully open tender process with the possibility of many responses requiring analysis	Delay in starting design work	Overrun on final handover date	2	4	●	Manage	Working with Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	4	●			Operational
	05/03/26	Market cost increases outside the allowances made in the OBC project cost analysis	The most advantageous tender price exceeds budget expectation	Project is unaffordable or delayed in approving additional funding	2	5	●	Manage	Cost plan indicators from consultants updated at each stage	Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage	31/03/26	2	4	●			Strategic - Council
	05/03/26	Impact of LGR perceived VFM of project	Perceived to be unaffordable	Project halted	2	5	●	Manage	OBC & FBC to highlight value of asset	OBC/FBC to ensure the new asset shows value by increasing visitor attraction & spending	31/03/26	1	4	●			Strategic - Council
	11/03/26	Geo-political events leading to cost inflation	Increase in prices & materials and supply chain availability	Insufficient Budget	3	4	●	Manage	Current contingency amounts considered sufficient	Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage. May also be a short term problem.	01/04/26	2	4	●			Strategic - Council
	11/03/26	Ability to navigate the developing position regarding Local Government Reorganisation, including emerging spending controls and joint management of material spending through shadow authorities (expected 2027/28); also restrictions on revenue, capital and asset sales arising from pre-LGR guidance ('s24' requirements)	Slows development of the project and eventual handover	Uncertainty	2	2	●	Manage	Regular liaison with shadow authority and officers to understand emerging processes.	Establish project dedicated meetings and updates	01/04/26	2	2	●			Strategic - Council
	11/03/26	Ability to agree the future business model of the asset as part of FBC	Unable to activate and operate the new facility	Loss of positive impact and reputational damage	2	4	●	Manage	Close liaison with members to agree options for operating model	Develop financial and operating models for presentation	01/04/27	1	2	●			Strategic - Council
	11/03/26	Timely stakeholder engagement					●	Manage									
	11/03/26	Adverse press or social media comment					●	Manage									
							●	Manage									
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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</p>

APPENDIX 2
A9 – 2025 Concept Design Business Case

	<p>across both sites as they benefit from the investment in these buildings. In addition to this the Council 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.

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A9 – 2025 Concept Design Business Case

	<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	
	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.
	Impact on Equalities	N/A (Not Applicable)
	Impact on Risk (including fraud)	<ul style="list-style-type: none"> • Potential impact to existing businesses as a consequence of introducing an indoor restaurant to the Park. Mitigate by speaking with Park food outlets and High Street restaurants in forums early in the project to give opportunity to comment and engage • Potential impact to Secret Garden Playpark which is being developed in 2025 and could limit the footprint of this scheme. Currently mitigated via awareness between project managers but no firm scope for Museum extension so unable to establish exact dimensions. • Impact to neighbouring properties by introducing a restaurant which will increase footfall, noise and potentially parks/deliveries. Mitigation via position of seating area, delivery schedule / location and parking arrangements • Potential impact to Museum model (volunteer / funding) because of proposed refurbishment - and during construction phase
	Impact on Resources a) Financial b) Staff	<p>Financial –</p> <ol style="list-style-type: none"> 1. Significant investment to develop Concept scheme without assurance on delivery. <p>Staff –</p> <ol style="list-style-type: none"> 1. Impact on existing resources to support project to Concept scheme and to conduct stakeholder consultation

A9 – 2025 Concept Design Business Case

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	<p>“Do Nothing” continue for the building to operate as a museum in its current format.</p> <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	<p>Concept design & Stakeholder Consultation Maldon District Council (MDC) funds the concept design, review & consider options with feedback provided via public engagement and councillor forums.</p> <p>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.</p>
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	<ol style="list-style-type: none"> Impact to existing food outlets as a result of a new, larger food establishment Impact neighbouring residents/business as a result of increased footfall/parking 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.

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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		Design Options	Final Design & building layout	Stakeholder engagement and public consultation	Contingency
		Budget	6,000	5,000	3,000	2,000
		Intermediate	6,000	5,000	3,000	2,000
		High-end	6,000	5,000	3,000	2,000
			18,000	15,000	9,000	6,000
		<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>				
7	TIMESCALE					
7.1	Milestones	<p>12month programme</p> <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) <p>2026:</p> <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	<p>Elected Members Existing Prom Park Food outlets Park visitors Neighbouring residents Maldon High St/ neighbouring businesses</p>				

APPENDIX 2
A9 – 2025 Concept Design Business Case

		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" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Total Contract Value* (Whole Life Cost)</th> <th style="width: 50%;">Summary of requirement for contracts</th> <th style="width: 25%;">Engage Procurement ?</th> </tr> </thead> <tbody> <tr> <td>Under £5,000</td> <td>Obtain at least one written quote</td> <td style="text-align: center;">✘</td> </tr> <tr style="background-color: #e0f2f1;"> <td>£5,001 to £50,000</td> <td>Obtain at least three written quotes (except where a contract or framework exists)</td> <td style="text-align: center;">✔</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 style="text-align: center;">✔</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 style="text-align: center;">✔</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)	✔
Total Contract Value* (Whole Life Cost)	Summary of requirement for contracts	Engage Procurement ?															
Under £5,000	Obtain at least one written quote	✘															
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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)	✔															
It is best to start engaging with the procurement manager as soon as possible.																	

Information about procurement can be found [HERE](#)

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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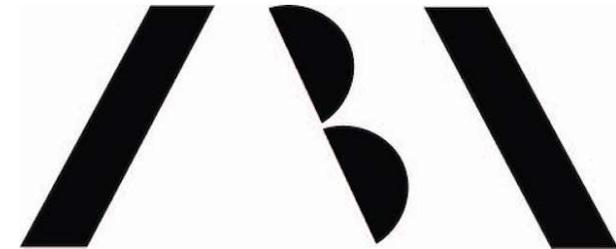
Prom Park Museum Extension Concept Design + SH Consultation Proposal

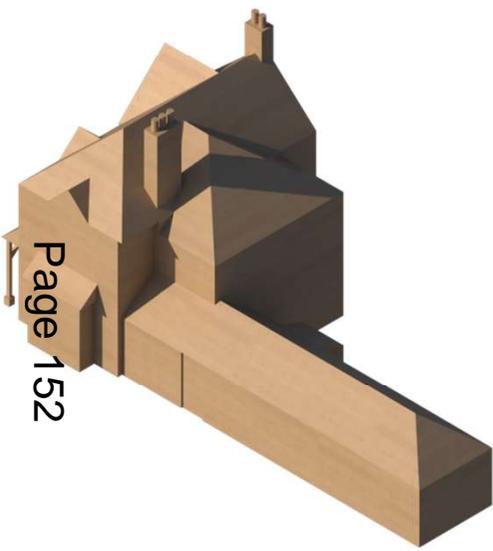


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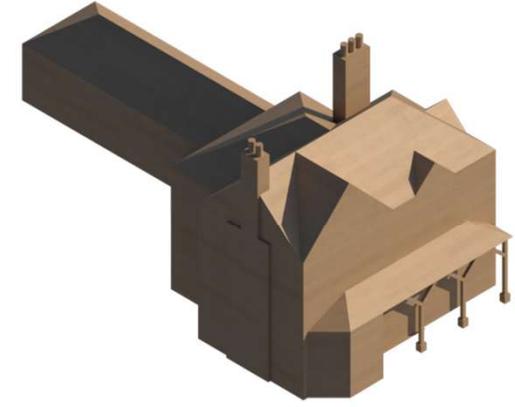
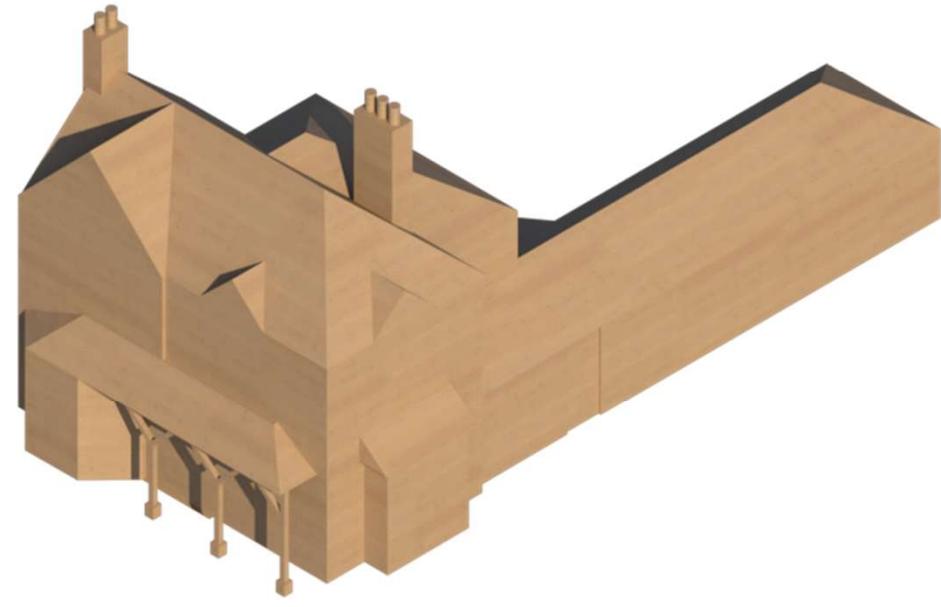
Prom Park Museum Extension Concept Design
SKETCH DESIGN

14 November 2025

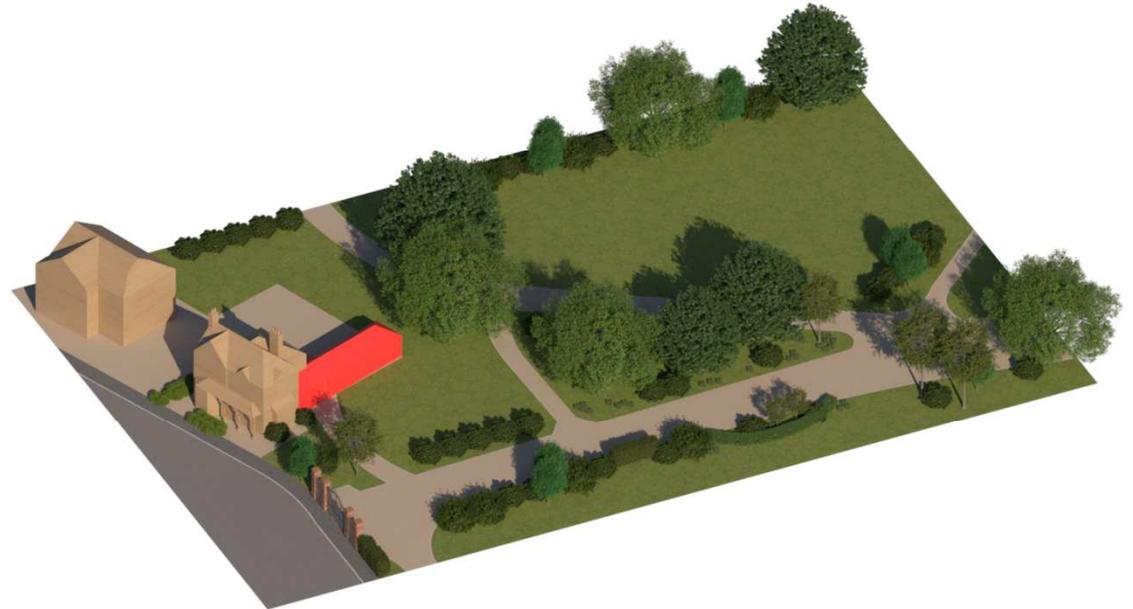
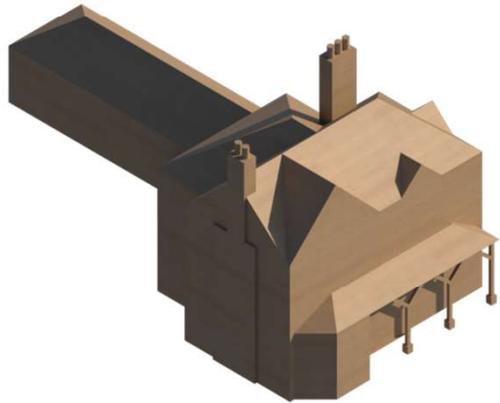




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EXISTING BUILDING

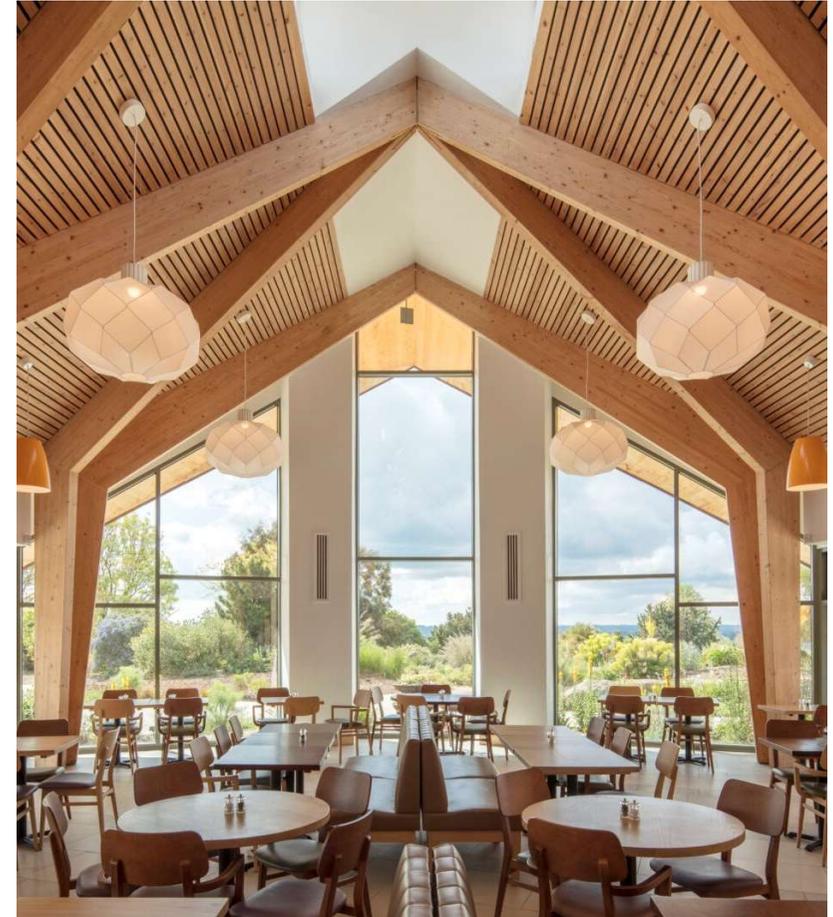


WHAT TO REMOVE



**Simple architectural forms joined by linear covered walkways-
enclosing gardens space and framing views**





Vaulted rooms connected by collonade





MALDON DISTRICT COUNCIL - CLIMATE EMERGENCY

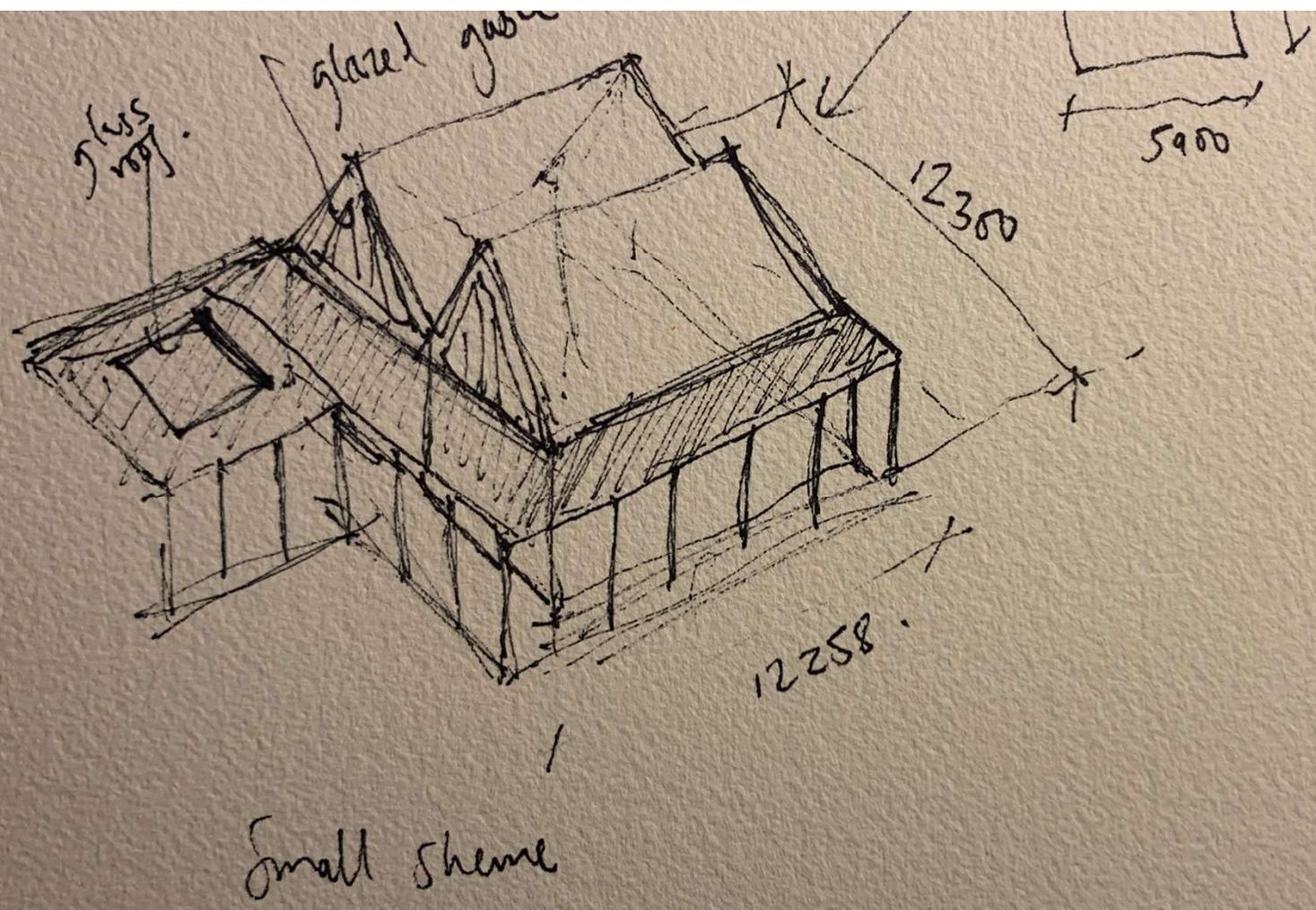


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COULD WE MAKE THIS MALDON'S FIRST ZERO CARBON BUILDING



EACH SCHEME USES LOW CARBON BUILDING MATERIALS AND CREATES A NUMBER OF SOUTH FACING ROOF SLOPES FOR PV. THE AIM IS FOR THE BUILDING TO CREATE ITS OWN ENERGY AT SOURCE



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Small scheme

SMALL



Total New
Build GIA
118m²
Covered areas
40m²

SMALL



SMALL



SMALL



SMALL



Total New
Build GIA
200m²
Covered areas
50m²

MEDIUM



MEDIUM



MEDIUM



MEDIUM

LARGE



Total New
Build GIA
250m²
Covered areas
95m²



LARGE



LARGE



LARGE



LARGE

Costs

Build cost for new build elements £5000 per square metre including fit out
Build cost for external covered space £2000 per square metre

Each scheme has allowed for £100K for works to existing building and £100K for landscaping

Small Scheme- Cost £870,000

Medium Scheme - Cost £1,300,000

Large Scheme - Cost £1,640,000

These figures are excluding VAT. The construction may be exempt from VAT if part of a charitable organization that serves a community use

Surveys required for planning submission

In order to make a planning submission the following surveys are likely to be required:

Tree survey to produce an Arboricultural Impact Assessment and Tree Report

Ecology Pre-Application Appraisal to determine levels of biodiversity.

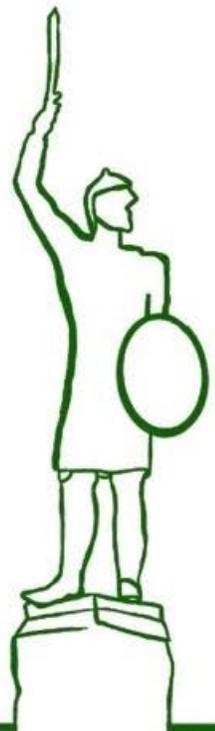
BNG Matrix to be provided by Ecologist to show necessary uplift in biodiversity provided by development

These surveys should be budgeted for as part of the planning submission and are likely to be a total of £2000 + VAT.

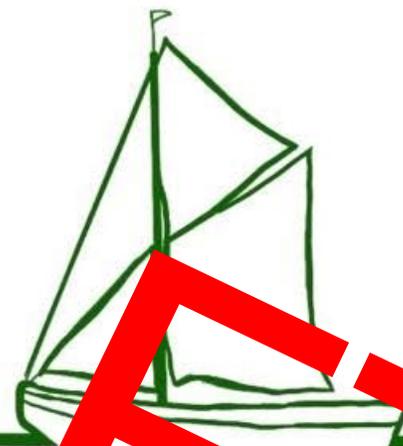
Discussion



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DRAFT



Promenade Park Management Plan
Project Delivery Design Catalogue

November 2025

Contents

As set out within the Maldon & Heybridge Central Area Masterplan November 2017 and the Promenade Park Management Plan 2025, a programme of projects have been identified to enhance and improve Promenade Park.

The purpose of this document is to maintain design quality and coherence across all projects delivered under the Promenade Park Management Plan by providing reference guidance for elements of new and existing features, furniture & fixtures. Its is a guide to help assist in shaping the style and design of Promenade Park during its transformation over time, now and in the future.

This Design Guide is based on core principles that support and complement these strategic goals.

- Sustainability
- Inclusivity
- Accessibility
- Heritage preservation
- User experience.

Together, these principles provide a strong foundation for delivering designs that are meaningful, future-proof, and community-focused

Maldon District Council is a local authority with the vision: “Where quality of life matters.” The Corporate Plan sets out the Council’s priorities for the next three years:

- Supporting our communities
- Investing in our district
- Growing our economy
- Protecting our environment
- Delivering high-quality services

The term of Quality of Life highlights the need for inclusive and accessible spaces that promote health, well-being, and community engagement. Sustainable Development ensures environmentally responsible design choices that build resilience and reduce ecological impact. Efficient Resource Management supports sustainability by encouraging innovative, cost-effective solutions that deliver value without compromising quality. Community Engagement reinforces inclusivity, ensuring that diverse voices shape spaces that reflect local needs and aspirations. Finally, Investment in Local Services connects to heritage preservation and user experience by maintaining and enhancing parks and open spaces, safeguarding cultural identity, and creating enjoyable, functional environments for all.

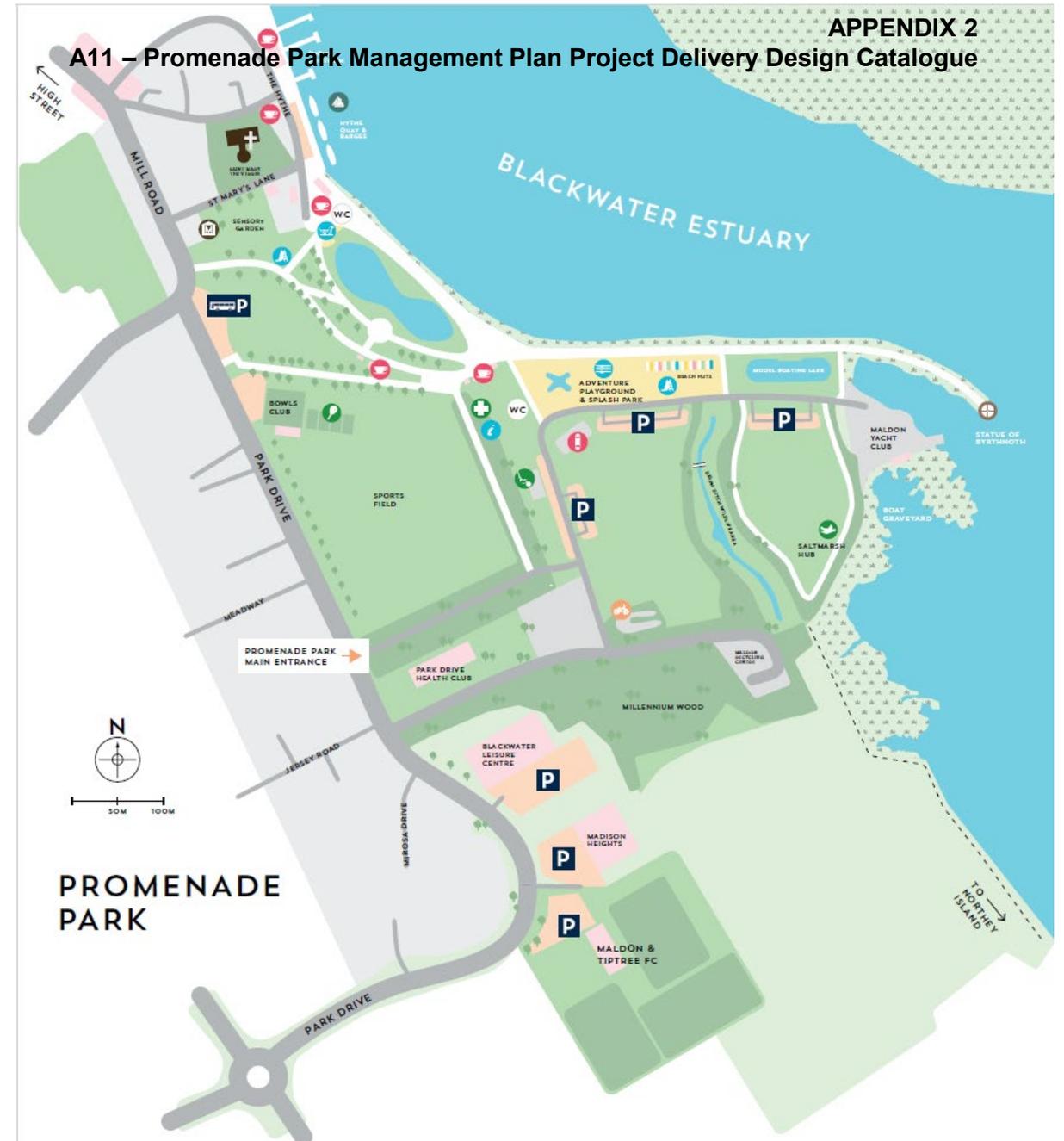
2. Park Context & Vision

Park Identity & Character

Promenade Park in Maldon is a historically significant and highly valued open space, serving as a key social asset for the town. Situated within the Leisure Quarter, alongside Hythe Quay, it is Maldon's main tourist attraction, spanning 28 hectares. It offers diverse amenities, including wildlife habitats, sports clubs, tourist concessions, and hosts music and sporting events, creating a vibrant space with something for everyone.

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Promenade Park - the park has multiple roles, all of which are important for the town. It forms a green lung creating a break from the urban, built fabric of the town. It is also a major resource for both informal and formal recreation, whilst also contributing significantly to flood risk management and biodiversity. Meanwhile it is a sub-regional visitor attraction and tourist destination. Regenerating the green infrastructure and beauty of the park is a priority to ensure the park continues to deliver on all its roles'

Maldon and Heybridge Central Area Masterplan November 2017



RIVERFRONT
4.5 THE MALDON RIVERSIDE ROUTE
PROJECT

Context

The waterside setting of Maldon is one of its unique environmental assets and underpins the success of the town as a visitor destination. Promenade Park relies on this direct relationship, and the numerous small scale boatyards along the water's edge are a fundamental part of the town's character and heritage.

A walking route along the south, Maldon, side of the River Chelmer is largely in place but it is poorly signed, of a poor quality in some parts and linkages to it from the town centre could be improved.

Project name:

5. Maldon Riverside Path



A series of small scale interventions should be delivered to improve the legibility of, quality of and access to the Maldon Riverside Path. Particular opportunities include:

- Introduction of a unifying brand/treatment to the route which acts as a legible wayfinding and orientation tool to help strengthen the legibility of the route and make the route a more prominent feature on the visitor landscape of Maldon.
- Improved signage to and along the route, making use of heritage and character features to improve legibility and wayfinding.
- Specific interventions at key points along the route where the route is unclear. These include the link between Promenade Park and Hythe Quay, the



3. Design Standards & Requirements

Strategic Design References

The following adopted planning policies should be considered in all design.

- [Maldon District Design Guide](#)
- [Central Area Master Plan](#)

Corporate Branding

Materials & Finishes

Approved palettes for paving, signage and structures are referenced within this guide where available. However, careful consideration should also be given to the existing landscape character and the planning guidance documents outlined in this guide. Materials and finishes should complement their surroundings, respect local context and contribute to a cohesive, high-quality environment that reflects both functional requirements and aesthetic harmony.

The green paint used for the shelters in Prom Park and kiosks is a proprietary mix: HY 138.90, SL 103.20, XS 78.40, WH 29.50, known as Reeve Green.

Fonts and typeface

Use fonts consistent with Maldon District Council assets. Apply these fonts across all branding and documentation for consistency.

- **Primary fonts:** Josefin Sans, Glacial Indifference.
- **Secondary fonts:** Arial, Poppins.

Colour Palette

Incorporate colours already in common use by Maldon District Council. Emphasise **natural shades** to reflect the park's rural, coastal, and maritime heritage features:

- Primary colour(s): **Green (#486352)**
- Secondary colour(s): **Brown (#845340)**, **Blue 1 (#48b6d5)**, **Blue 2 (#3b597b)**, **Red 1 (#e83b51)**, **Red 2 (#8b1e03)**

Signage

- Predominantly green tones, with secondary colours drawn from the above palette.
- An **editable signage template** is available for use. Please contact the communications team.

Logo Usage

- All assets must feature the **Maldon District Council logo**.
- Where appropriate, include the **Visit Maldon District** logo (official tourism brand).

Reference material: [Maldon District Council style guide](#).

Name of asset



MDC logo

This skate park features a variety of ramps, jumps, rails and other obstacles for all ages and abilities. This is a dedicated space for skaters whether you're a pro or just starting out!

To help maintain this skatepark, please follow our top tips:

- Skateboards, inline-skates and BMX bikes only.
- Users aged 8 years and under must be supervised at all times.
- Personal protective equipment is recommended.
- Be considerate of other users.
- Do not use when wet or icy.

Main text area

Stylised artwork relevant to asset

Additional safety and feedback information

To help keep the area clean, tidy and safe for everyone to enjoy, please take your litter home or put it in the bin!

For your safety, this area is monitored by CCTV, Essex Police and Maldon District Council.

If you have any safety concerns, please call **01621 854477 (Maldon District Council)**, **101 (Police non-emergency)** or **999 (emergency)**.

Constructed by Bendcrete Skateparks to BSEN14974:2019 standard.



More information about local parks can be found at www.visitmaldondistrict.co.uk

Secondary call to action



This area is inspected regularly and maintained by Maldon District Council. If you wish to provide any feedback, please go to maldon.gov.uk/contact.



Social media information



Visit Maldon District logo

4. Spatial & Functional Guidelines

Integration with Existing Landscape

All new elements should be designed with careful consideration of their impact on and integration with the existing landscape. Surface materials must create a seamless and neutral floorscape that complements surrounding architecture and responds appropriately to the scale of the space.

A consistent palette of materials suited to the location will ensure cohesion between new and existing works.

Small-module paving on footways should generally be avoided unless there is a strong historical precedent.

When specifying construction materials, it is essential to consider future repair and maintenance requirements, including the availability of replacement materials.

Well-laid paving is fundamental to both the appearance and functionality of a street.

At corners and dropped kerbs, paving and ironwork should be designed to avoid awkward junctions with simplicity being key.

Schemes must allow for natural ground movement and settlement, particularly around trees, to ensure long-term durability and performance.

Accessibility & Inclusivity

Universal design principles, wayfinding and sensory considerations are to be considered with all designs. Consultation with local disability organisations and specialist access consultants is recommended where appropriate.

Circulation & Connectivity

Ensuring strong connectivity across the site is essential for creating an integrated and accessible environment. New installations should be planned with consideration for accessibility, enabling seamless connections to the existing network of paths. This approach enhances movement and wayfinding but also promotes inclusivity by providing equitable access for all users. By extending and linking pathways, the overall network becomes more cohesive, supporting both functional and recreational use.

5. Sustainability & Environmental Performance

Green Infrastructure

All development, provision or refurbishment should, where possible, add value to the green infrastructure network and make a positive contribution towards the townscape and form links with existing spaces to form green routes and networks accessible for all users.

Energy & Water Efficiency

All new installations should prioritise sustainable resource use by incorporating energy-efficient systems and water-saving measures. Where feasible, renewable energy sources such as solar panels should be integrated to reduce reliance on non-renewable power. Designs should also include features like low-energy, efficiency and smart management systems to minimise consumption.

Waste & Recycling Facilities

Provision for waste and recycling bins should be incorporated into all new installations to encourage responsible disposal and support sustainability goals. Bins should be clearly marked, easily accessible, and positioned in high-traffic areas without obstructing circulation routes.

6. Heritage & Cultural Sensitivity

Preservation of Historic Features

All new installations and developments should respect and preserve the historic character of the site. Existing heritage elements, such as structures, monuments, and landscape features, must be protected and integrated sensitively into design proposals. Any interventions should avoid physical or visual intrusion and use materials and styles that complement the historic context. Where necessary, consult with heritage specialists to ensure compliance with conservation standards and maintain the cultural significance of the area.

Interpretation & Storytelling

Designs should incorporate opportunities for incorporating narratives and storytelling that celebrate the cultural, historical, and ecological significance of the site. This can include interpretive signage, interactive installations, or platforms that share narratives in engaging and accessible ways. Storytelling should reflect local heritage and community values. Where possible, collaborate with local historians, cultural organisations, and community groups to develop content that resonates with visitors and fosters a deeper sense of identity.

- **Lighting & Visibility**

In accordance with BS 5489-1:2013, lighting in parks and open spaces should be designed to provide safe and comfortable visibility for all users. Pathways and public amenity areas should achieve a minimum average illuminance of 5 lux, with uniformity maintained to avoid dark spots and ensure consistent lighting levels, where possible. Lighting should enhance wayfinding and security.

Where possible, installations should incorporate solar to reduce reliance on non-renewable sources and support sustainability objectives. Energy-efficiency and smart controls are recommended to further reduce environmental impact and operational costs, while ensuring compliance with British Standards.

- **Play and Activity Areas**

Play areas should be designed and maintained in accordance with BS EN 1176 (Playground Equipment) and BS EN 1177 (Impact Attenuating Surfacing) to ensure safety and durability. These standards set out requirements for the design, installation, and inspection of equipment, addressing risks such as falls, entrapment, and structural stability. Protective surfacing must meet impact attenuation criteria based on the equipment's Critical Fall Height, reducing the risk of serious injury. Equipment should be age-appropriate, accessible, and installed with adequate free space and barriers where necessary.

- **Emergency Access Routes**

All access roads must remain unobstructed and clearly maintained to allow rapid entry for emergency services.

8. Planting Guidelines

- Planting should prioritise native species to support local ecosystems and maintain the character of the landscape.
- Designs should be mindful to enhance biodiversity by incorporating a variety of plants that provide habitats and food sources for wildlife.
- Species selection should focus on low-maintenance options that are resilient to local conditions, reducing the need for intensive care and resources.
- Additionally, planting schemes should offer seasonal interest, ensuring year-round visual appeal through a mix of flowering plants, foliage colour and structural variety.
- This approach creates sustainable, attractive and ecologically rich spaces that are practical and enjoyable for the community.

- **9. Project Delivery Requirements**
- **Design Review Process**

All projects must follow Maldon District Council's governance process which will include agreement and sign off by internal teams, members and other stakeholders as required.

- **10. Warranties & Maintenance**

All new installations must be supported by comprehensive maintenance schedules and warranty documentation provided by suppliers or contractors. Maintenance plans should outline routine inspections, cleaning, and servicing requirements to ensure safety, functionality, and longevity. Warranty documents must clearly state coverage periods, conditions, and procedures for repairs or replacements. These records should be stored centrally by the Asset Management Team and made accessible to relevant personnel for ongoing asset management and compliance.

9. Approved Furniture & Fittings

The agreed types of furniture should be used consistently across all new installations to main uniformity and should be anchored to the ground to prevent vandalism.

Seating & Benches	
Bins	
Cycle Park	
Beach Huts	

9.1 Seating & Benches

Item	Picnic Bench
Supplier	
Specification	
Model / Serial Number	



Item	Victorian Bench
Supplier	
Specification	
Model / Serial Number	



9.2 Bins

Item	Dual general and recycling Bin
Supplier	Glasdon
Specification	
Model / Serial Number	Nexus 200 or Jubilee Recycling bins



Item	Litter bin
Supplier	Glasdon
Specification	110
Model / Serial Number	Jubilee



9.3 Playpark Fencing & Gates

Item	Bow Top Fencing
Supplier	
Specification	
Model / Serial Number	

Item	Pedestrian Access Gate
Supplier	
Specification	
Model / Serial Number	

Item	Vehicular Access Gate
Supplier	
Specification	
Model / Serial Number	

- **10. Appendices**

- Appendix 1: Promenade Park Management Plan
- Appendix 2: Central Area Master Plan
- Appendix 3: Heritage Strategy
- Appendix 4: Corporate Brand Guide

Maldon District Design Guide Maldon District Design Guide Maldon District Council		
Maldon and Heybridge central area masterplan Maldon and Heybridge central area masterplan Maldo...		
Maldon District Local Development Plan (LDP) Approved Local Development Plan 21 July 2017 Maldo...		

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