

24 June 2026



Princes Road
Maldon
Essex CM9 5DL

www.maldon.gov.uk



APOLOGIES: Committee Services
Email: Committee.clerk@maldon.gov.uk

CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

COUNCIL

on **THURSDAY 2 JULY 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 2 JULY 2026

1. **Chairperson's notices**

2. **Apologies for Absence**

3. **Minutes of the Statutory Annual Council - 14 May 2026** (Pages 7 - 30)

To confirm the Minutes of the Statutory Annual Council meeting held on 14 May 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. **Minute Book**

To consider the recommendations coming forward from the Committees detailed below. Please note that the Minutes of these meetings are not enclosed as they have not been approved at Committee level.

a) **Performance, Governance and Audit Committee - 4 June 2026**

[Link to Committee report pack](#)

Council Constitution - Scheme of Delegation to Officers - Environmental Health Powers and Duties - Update

RECOMMENDED that the Renters' Rights Act 2026 be included within the list of legislation and statutory provisions in the Scheme of Delegation and delegated to the Director of Neighbourhood Services and Communities together with the ability of the Director to authorise appropriate Officers to undertake the new powers and duties on behalf of the Council.

- b) Strategy and Resources Committee - 11 June 2026 (Pages 31 - 140)

[Link to Committee report pack](#)

Essex Coast Recreational disturbance Avoidance and Mitigation Strategy Review

RECOMMENDED

- (i) that the revised and updated Essex Coast Recreational disturbance Avoidance Mitigation Strategy (RAMS) 2026 and tariff (attached at **APPENDIX 1**) be approved, superseding the current RAMS 2018-2038;
- (ii) that the new RAMS tariff of £500 per new dwelling or qualifying unit (index linked and inclusive of a 5% admin fee) be applied to new development from 1 August 2026;

Note: the current fee is £175.55 and benchmarks as low compared to tariffs nationally, while the new fee is mid-range, The new fee includes increased expectations of eligible housing units, and is considered not just for the implementation period, but also for the maintenance period.

- (iii) that the adopted Essex Coast RAMS Supplementary Planning Document (SPD) be revoked, noting that its content is no longer aligned with the updated RAMS;
- (iv) that Members agree in principle to replace the Essex Coast RAMS SPD with an Essex Coast RAMS Technical Advice Note (TAN), recognising that this will provide a consistent mechanism to guide decision-making for local authorities within the RAMS partnership area;
- (v) that authority be delegated to the Director of Place, Planning and Growth, in consultation with Planning Policy Working Group to agree and publish the TAN once drafting is complete.

Pay Policy Statement 2026 / 27

RECOMMENDED that the 2026 / 27 Pay Policy Statement attached at **APPENDIX 2** be approved.

8. Meetings of the Council

To note that since the last Council, up until Wednesday 24 June 2026 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Performance, Governance and Audit Committee (special)	14 May 2026
Strategy and Resources Committee (special)	14 May
Licensing Committee (special)	14 May
Overview and Scrutiny Committee (special)	14 May
Joint Standards Committee (special)	14 May
Investigating and Disciplinary Committee (special)	14 May
District Planning Committee (special)	14 May
Central Area Planning Committee (special)	14 May
North Western Area Planning Committee (special)	14 May
South Eastern Area Planning Committee (special)	14 May

North Western Area Planning Committee	20 May
Performance, Governance and Audit Committee	4 June
Appointments Board	11 June
Strategy and Resources Committee	11 June
North Western Area Planning Committee	17 June

9. **Statement of the Leader of the Council** (Verbal Report)

To consider the statement of the Leader of the Council setting out the Council's report and programme for the current municipal year.

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

11. **Appointment to Working Group** (Pages 141 - 142)

To consider the report of the Director of Legal and Governance, (copy enclosed).

12. **Nomination to Tollesbury Community Land Trust Steering Group** (Pages 143 - 148)

To consider the report of the Director of Legal and Governance, (copy enclosed).

13. **Devolution and Local Government Reorganisation** (Verbal Report)

To receive a verbal update from the Chief Executive.

14. **Exclusion of the Public and Press**

To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following 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.

15. **Outline Business Case for Maldon New Arts and Culture Centre** (Pages 149 - 168)

To provide Members with confidential information necessary to inform the public report at Agenda Item 17.

This information must be considered in private as it includes commercially sensitive information.

16. **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.

17. **Outline Business Case for Maldon New Arts and Culture Centre Project** (Pages 169 - 302)

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

Please note: Documents A1 and A12 to APPENDIX 2 contain exempt information and will be considered in private session at Agenda Item 15 pursuant to Paragraph 3 of Part 1 Schedule 12A to Section 100A (4) of the Local Government Act 1972.

18. **Business by reason of special circumstances considered by the Chairperson to be urgent**
-

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.

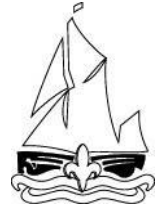
Closed-Circuit Televisions (CCTV)

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.

This page is intentionally left blank



**MINUTES of
STATUTORY ANNUAL COUNCIL
14 MAY 2026**

PRESENT

Chairperson
(presiding)

Councillor K M H Lagan

Councillors

M G Bassenger, V J Bell, D O Bown, J R Burrell-Cook,
S J Burwood, S Dodsley, J Driver, M F L Durham, A Fittock,
A S Fluker, L J Haywood, J C Hughes, K Jennings, A M Lay,
W J Laybourn, S J N Morgan, C P Morley, M G Neall,
R G Pratt, 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, M E Thompson, S White and
L L Wiffen

1. CHAIRPERSON'S NOTICES

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

2. FORMER COUNCILLOR PETER ELLIOTT

At this point the Chairperson referred to the recent passing of former Councillor Peter Elliott and asked Councillor R G Pratt to say a few words.

Councillor Pratt spoke of Peter Elliott's love of politics, which had also been highlighted by his family at his recent funeral service. He noted that Peter had run his own accountancy business from his home alongside his wife Helen, who was also a former District Councillor.

Peter Elliott served as a Maldon District Councillor from 2003 to 2019. During that time, he had held the position of Chairperson of the Council and had sat on, as well as chaired, a number of Committees and outside bodies. He had also been a Burnham-on-Crouch Town Councillor and served as Mayor for two years.

Councillor Pratt shared that Peter had been his mentor and that both he and community of Burnham-on-Crouch would miss him greatly.

All present then stood in silent memory of Peter Elliott.

3. CHAIRPERSONS NOTICES CONTINUED

The Chairperson advised he had attended his final civic engagement earlier in the day, the 120th celebration of the sailing barge *Hydrogen*, at which he had been presented with a flagship pennant.

As outgoing Chairperson, Councillor K M H Lagan reflected on his three years in office, the significant work involved and expressed his appreciation for the support he had received from Members and Officers.

Councillor W Stamp thanked Councillor Lagan, stating that he had been an excellent and fair Chairperson. She also thanked him personally, referring to the hard work he had undertaken in learning the Constitution thoroughly.

4. ELECTION OF CHAIRPERSON

The Chairperson called for nominations for Chairperson of the Maldon District Council for the ensuing municipal year to May 2027 and nominated Councillor R G Pratt. This was duly seconded by Councillor S J N Morgan.

There being no other nominations it was:

RESOLVED that Councillor R G Pratt be elected as Chairperson of the Maldon District Council for the ensuing municipal year.

IN THE CHAIR : COUNCILLOR R G PRATT

5. CHAIRPERSON'S STATUTORY DECLARATION OF ACCEPTANCE OF OFFICE

Councillor R G Pratt made the Statutory Declaration of Acceptance of the Office of the Chairperson of the Council.

6. APPOINTMENT OF VICE-CHAIRPERSON

The Chairperson called for nominations for to the position of Vice-Chairperson of the Maldon District Council. Councillor S J N Morgan nominated Councillor J C Stilts and this was duly seconded by Councillor M E Thompson.

There being no other nominations it was:

RESOLVED that Councillor J C Stilts be elected as Vice-Chairperson of the Maldon District Council for the municipal year to May 2027.

7. VICE-CHAIRPERSON'S STATUTORY DECLARATION OF ACCEPTANCE OF OFFICE

Councillor J C Stilts made the Statutory Declaration of Acceptance of the Office of Vice-Chairperson of the Council.

8. APOLOGIES FOR ABSENCE

There were none.

9. MINUTES - 26 MARCH 2026

RESOLVED that the Minutes of the meeting of the Council held on 26 March 2026 be received and adopted.

10. DECLARATIONS OF INTEREST

There were none.

11. PUBLIC QUESTIONS

There were none.

12. CHAIRPERSON'S ANNOUNCEMENTS

The Chairperson thanked Councillor K M H Lagan, the outgoing Chairperson, for an excellent three years and reiterated the earlier comments of Councillor W Stamp.

13. 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 6 May 2026 for which Minutes had been published.

14. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (2) OF WHICH NOTICE HAS BEEN GIVEN

There were none.

15. LEADERS AND COMPOSITION OF POLITICAL GROUPS

The Council considered the report of the Chief Executive, tabled at the meeting. As required by the Local Government and Housing Act 1989, the Chief Executive had been notified that the composition of the political Groups on the Council was as follows:

Conservative Group (9)	Leader	Councillor S J N Morgan
	Members	Councillors: D O Bown J R Burrell-Cook M F L Durham W J Laybourn C P Morley R G Pratt M E Thompson L L Wiffen
Liberal Democrat Group (7)	Leader	Councillor J Driver
	Members	Councillors: S J Burwood S Dodsley K Jennings N D Spenceley P L Spenceley N J Swindle

The Maldon District Independent Group (5)	Leader	Councillor R H Siddall
	Members	Councillors: M G Bassenger A Fittock J C Hughes E L Stephens
District Support Group (4)	Leader	Councillor J C Stilts
	Members	Councillors: L J Haywood K M H Lagan W Stamp, CC
Reform UK (2)	Leader	Councillor A S Fluker
	Members	Councillor M G Neall

It was noted that there were a further four Members of the Council not aligned to a political group.

In accordance with the Council's Constitution, Councillor S J N Morgan was therefore recognised as Leader-designate.

The Chairperson moved recommendation (i) and this was duly seconded.

In accordance with Procedure Rule No. 13 (3) Councillor R H Siddall requested a recorded vote.

The Chairperson put recommendation (i) to the Council, to elect the Leader-designate (Councillor S J N Morgan) and the voting was as follows:

For the recommendation:

Councillors D O Bown, J R Burell-Cook, M F L Durham, A S Fluker, L J Haywood, K M H Lagan, W J Laybourn, S J N Morgan, C P Morley, M G Neall, R G Pratt, W Stamp, J C Stilts, M E Thompson, S White and L L Wiffen.

Against the recommendation:

Councillors M G Bassenger, V J Bell, S J Burwood, S Dodsley, J Driver, A Fittock, J C Hughes, K Jennings, A M Lay, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, E L Stephens and N J Swindle.

Abstention:

There were none.

The Chairperson declared that Councillor Morgan was therefore ratified as Leader of the Maldon District Council for the ensuing municipal year.

At this point, Councillor Morgan paid tribute to his predecessor, Councillor R H Siddall, and the work he had done for the residents of the District.

RESOLVED

- (i) that the Leader-designate, Councillor S J N Morgan be ratified as Leader of the Council;

The Chairperson then called for nominations to the position Deputy Leader of the Council.

Councillor S J N Morgan nominated Councillor M E Thompson, and this was duly seconded.

There being no other nominations, the Chairperson declared that Councillor Thompson was duly elected as Deputy Leader of the Council.

RESOLVED

- (ii) that Councillor M E Thompson be elected as Deputy Leader of the Council for the ensuing Municipal Year.

Councillor S White left the meeting at this point and did not return.

At this point, Councillor E L Stephens referred to having worked with Councillor Siddall for five years. She noted that she had joined the Council during the difficult Covid period and that under his leadership the situation had been transformed. She expressed her personal thanks to Councillor Siddall and the work he had done for the Council.

16. APPOINTMENT OF MEMBERSHIP OF COMMITTEES OF THE COUNCIL

The Council considered the report of the Chief Executive, circulated prior to the meeting.

In response to a question the Director of Legal and Governance explained that in accordance with the Constitution, the Opposition Leadership passed to the leader of the largest political group which was the Liberal Democrats.

In response to the draft regulations set to come in on 30 September 2026 restricting the seats on Planning Committees the report sought Members agreement to appoint 13 members to a new District Planning Committee (new DP) which would take effect from 30 September 2026. The report advised that this would also allow for training of those appointed Members to take place. It was clarified that changes to the Constitution, the Committee Terms of Reference etc. would come through the Performance, Governance and Audit Committee prior to September.

Councillor W Stamp advised the Council that she did not support the proposal to establish from September 2026 a new DP, stating that she felt it was premature. She proposed that the Council did not populate the new DP as it was not definite and had not been confirmed at this stage. This proposal was duly seconded.

In the discussion that followed, the importance of training for Members of the new DP was emphasised. In response to questions, the Director of Legal and Governance advised that, should Members decide not to appoint to the new DP, this would not affect the planning or review of the legislation coming forward. The exact nature of the training had not been confirmed at this stage but was likely to be more than one session held either at the Council offices or online.

The Chairperson then put the proposal in the name of Councillor Stamp not to appoint to the new District Planning Committee at this time. Upon a vote being taken this was duly agreed.

RESOLVED

- (i) That the Council did not appoint Members to the proposed new District Planning Committee which would take effect from 30 September 2026.

The Leader of the Council presented the report, and the Chairperson highlighted a number of Committees to which the Council would need to nominate and appoint non-aligned Councillors. Members were advised that no political group had a majority of 51% and therefore none could request a majority on each Committee. Nominations of non-aligned Members were duly made and considered as follows:

- **Performance, Governance and Audit Committee** (*one member*)
Councillor W Stamp proposed that Councillor U G C Siddall-Norman be nominated as the non-aligned Councillor on this Committee. This proposal was duly seconded and agreed.
- **Strategy and Resources Committee** (*one member*)
Councillor R H Siddall proposed that Councillor A M Lay be nominated as the non-aligned Councillor on the Strategy and Resources Committee. This proposal was duly seconded.

Councillor W Stamp proposed that Councillor U G C Siddall-Norman be nominated as the non-aligned Councillor on this Committee. This proposal was duly seconded.

There being two nominations the Chairperson advised that a vote would be required.

In accordance with Procedure Rule No. 13 (3) Councillor R H Siddall requested a recorded vote. This was duly seconded. The voting was as follows:

For Councillor A M Lay:

Councillors M G Bassenger, V J Bell, S J Burwood, S Dodsley, J Driver, A Fittock, J C Hughes, K Jennings, A M Lay, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens and N J Swindle.

For Councillor U G C Siddall-Norman

Councillors D O Bown, J R Burrell-Cook, M F L Durham, A S Fluker, L J Haywood, K M H Lagan, W J Laybourn, S J N Morgan, C P Morley, M G Neall, R G Pratt, U G C Siddall-Norman, W Stamp, J C Stilts, M E Thompson and L L Wiffen.

The Chairperson declared that Councillor U G C Siddall-Norman was therefore appointed to the Strategy and Resources Committee.

In response to a Point of Order raised by Councillor Siddall, the Chairperson confirmed the number of Councillors that had voted for Councillor Lay and Councillor Siddall-Norman.

- **Licensing Committee** (*one member*)
Councillor S J N Morgan proposed that Councillor A M Lay be nominated as the non-aligned Councillor on the Licensing Committee. This proposal was duly seconded and agreed.
- **Overview and Scrutiny Committee and Overview and Scrutiny Committee (meeting as the Crime and Disorder Committee)** (*one member*)
Councillor R H Siddall proposed that Councillor V J Bell be nominated as the non-aligned Councillor on these Committees. This proposal was duly seconded and agreed.

- **Joint Standards Committee** (*two members*)
Councillor R H Siddall proposed that Councillor A M Lay be nominated as one of the non-aligned Councillors on the Joint Standards Committee. This proposal was duly seconded.

Councillor S J N Morgan proposed that Councillor V J Bell be nominated as the other non-aligned Councillor on this Committee. This was duly seconded.

It was therefore agreed that Councillors V J Bell and A M Lay were appointed to the Joint Standards Committee.

- **Investigating and Disciplinary Committee** (*two members*)
Councillor J C Stilts proposed that Councillor A M Lay be nominated as one of the non-aligned Councillors on the Investigating and Disciplinary Committee. This proposal was duly seconded.

Councillor S J N Morgan proposed that Councillor V J Bell be nominated as the other non-aligned Councillor on this Committee. This was duly seconded.

It was therefore agreed that Councillors V J Bell and A M Lay were appointed to the Joint Standards Committee.

- **Investigating and Disciplinary Panel** (*two members*)
Councillor J C Stilts proposed that Councillor U G C Siddall-Norman be nominated as one of the non-aligned Councillors on the Investigating and Disciplinary Panel. This proposal was duly seconded.

Councillor S J N Morgan proposed that Councillor S White be nominated as the other non-aligned Councillor on this Panel. This was duly seconded.

It was therefore agreed that Councillors V J Bell and S White were appointed to the Joint Standards Committee.

The Chairperson then moved that Appendix A to the report be agreed, subject to the above nominates and without the proposed new District Planning Committee (from September 2026). He advised that the Appointments Board would be appointed at a later point in the meeting. This was duly agreed by assent.

RESOLVED

- (ii) that the membership of the Committees of the Council as set out below be agreed:

Committee	Members
Performance, Governance and Audit	Councillors D O Bown S Dodsley J C Hughes M G Neall R G Pratt R H Siddall U G C Siddall-Norman N D Spenceley W Stamp, CC M E Thompson Independent Person (non-voting): Mr D Smith

Committee	Members
Strategy and Resources	Councillors M G Bassenger J R Burrell-Cook S Dodsley J Driver M FL Durham A Fittock A S Fluker K M H Lagan S J N Morgan U G C Siddall-Norman P L Spenceley
Licensing	Councillors M G Bassenger M F L Durham L J Haywood K Jennings A M Lay S J N Morgan N D Spenceley E L Stephens J C Stilts M E Thompson
Overview and Scrutiny Overview and Scrutiny (meeting as the Crime and Disorder Committee)	Councillors V J Bell J R Burrell-Cook M F L Durham A S Fluker L J Haywood C P Morley R H Siddall N D Spenceley E L Stephens N J Swindle
Joint Standards	Councillors M J Bassenger V J Bell S J Burwood A M Lay S J N Morgan P L Spenceley J C Stilts M E Thompson <u>Parish Councillors (non-voting):</u> Parish Councillor M J Hall Town Councillor S C Stratton <u>Independent Person:</u> Mr J Mitchel (<i>Reserve: Ms K Payne</i>)
Investigating and Disciplinary	Councillors V J Bell A M Lay P L Spenceley W Stamp M E Thompson

Committee	Members
Investigating and Disciplinary Panel	Councillors M G Bassenger J R Burrell-Cook S Dodsley M F L Durham K M H Lagan S J N Morgan R H Siddall U G C Siddall-Norman N D Spenceley S White <u>Independent Person:</u> Mr J Mitchel (<i>Reserve: Ms K Payne</i>)
District Planning	All Members of the Council
Central Area Planning	Councillors J R Burrell-Cook S R Burwood S Dodsley J Driver K Jennings K M H Lagan A M Lay N D Spenceley P L Spenceley J C Stilts N J Swindle
North Western Area Planning	Councillors M F L Durham J C Hughes S J N Morgan C P Morley R H Siddall E L Stephens M E Thompson S White L L Wiffen
South Eastern Area Planning	Councillors M G Bassenger V J Bell D O Bown A Fittock A S Fluker L J Haywood W J Laybourn M G Neall R G Pratt U G C Siddall-Norman W Stamp, CC

17. ADJOURNMENT OF MEETING

RESOLVED that the meeting be adjourned at 8:19pm to allow special meetings to be held as follows:

Performance, Governance and Audit Committee, Strategy and Resources Committee, Licensing Committee, Overview and Scrutiny Committee, Joint Standards Committee, Investigating and Disciplinary Committee, District Planning Committee, Central Area

Planning Committee, North Western Area Planning Committee and South Eastern Area Planning Committee.

18. RESUMPTION OF BUSINESS

RESOLVED that the business of the Annual Meeting of the Council be resumed at 8:50pm.

19. APPOINTMENT TO MEMBERSHIP OF COMMITTEES OF THE COUNCIL - CONTINUED

Referring back to Agenda Item 14 - Appointment of Membership of Committees of the Council, the Chairperson advised that the Council needed to confirm the membership of the Appointments Board (the Board), now that Committee Chairpersons had been appointed.

The Director of Legal and Governance advised that the Board membership consisted of six Members politically balanced and therefore a nominee from the Conservative Group along with a non-aligned Member was required.

The Chairperson called for nominations and the Leader of the Council then proposed that Councillor M E Thompson be nominated to the Board as a Conservative Group Member. This was duly seconded and agreed.

Councillor W Stamp proposed that Councillor A M Lay be appointed to the Board as the non-aligned Member. This was duly seconded and agreed.

RESOLVED that the Membership of the Appointments Board for the ensuing Municipal year be agreed as follows:

- Leader of the Council (Councillor S J N Morgan)
- Leader of the Opposition (Councillor J Driver)
- Chairperson of the Strategy and Resources Committee (Councillor A Fittock)
- Chairperson of the Performance, Governance and Audit Committee (Councillor W Stamp, CC)
- Councillors A M Lay and M E Thompson

20. APPOINTMENT OF REPRESENTATIVES TO LOCAL GOVERNMENT AND OUTSIDE BODIES

The Council considered the report of the Chief Executive, circulated prior to the meeting, seeking Members' consideration of the appointment of representatives to serve on Local Government and Outside Bodies for the ensuing municipal year to May 2027.

The Chairperson drew Members' attention to Appendix 1 which detailed nominations received from the respective Political Groups and highlighted a number of bodies where further nominations were required. The Council then went through each of these as follows:

- **Essex Coastal Forum**

Councillor K M H Lagan nominated himself as the substitute on this Forum. This was duly seconded and agreed.

- **Livewell Partnership Group**

The Chairperson advised that two further Councillors were required to sit on this Group. Councillor L J Haywood nominated Councillor E L Stephens and Councillor A M Lay nominated himself. These nominations were duly seconded and agreed.

- **Mid Essex Joint Committee**

It was noted that one further nomination was required. Councillor R H Siddall nominated Councillor J Driver. This was duly seconded.

The Director of Legal and Governance explained that this appointment was a new Committee related to the Local Government Reorganisation (LGR), as detailed in the report. It would be set up as part of the structural changes order and include representatives from Essex County Council, Brentwood District Council and Chelmsford City Council as well as this Authority.

Councillor L J Haywood nominated Councillor W Stamp to this Committee. This was duly seconded.

Councillor S J N Morgan nominated Councillor M F L Durham to this Committee. This was duly seconded.

At this point Councillor Stamp advised that she wished to withdraw herself from the nominations.

Following a vote being taken, the Chairperson declared that Councillor Driver would be the Council's other representative alongside the Leader of the Council on this Committee.

- **Stow Maries Aerodrome Consultative Committee**

The Chairperson advised that a further nomination was required to this Committee. Councillor J R Burrell-Cook nominated himself. This was duly seconded.

Councillor V J Bell nominated Councillor C P Morley.

Upon a vote being taken the Chairperson declared that Councillor Burrell-Cook was appointed to this Committee.

- **Responsible Authorities Group (RAG)**

The Chairperson advised that one Member was required on this Group but two had been nominated. In response, Councillor P L Spenceley withdrew her nomination on this Group.

The Chairperson then put recommendation (i) to the Council subject to the above appointments. This was duly agreed. He then moved recommendation (ii) which was also agreed.

RESOLVED

- (i) That the appointment of representatives to Local Government and Outside Bodies, as detailed in **APPENDIX 1** to these Minutes, nominated by the respective Political Groups, be agreed for the Municipal Year to May 2027;
- (ii) That Members appointed as representatives to Local Government and Outside Bodies are responsible for sharing Minutes of meetings attended, to be stored

centrally on the Modern.Gov library as per the details in section 3.3 of the report.

21. APPOINTMENT OF MEMBERS TO SERVE ON WORKING GROUPS OF THE COUNCIL

The Council considered the report of the Chief Executive, circulated prior to the meeting, seeking Members' agreement to appoint Members to serve on Working Groups of the Council for the municipal year, as set out in Appendix 1 to the report. The report highlighted some changes to Working Groups following an annual housekeeping review.

The Leader of the Council presented the report and proposed that recommendations as set out in report be agreed. This was duly seconded. Members discussed the report and nominations received specifically in relation to the following:

- **Environmental and Sustainable Working Group**
Councillor W Stamp advised of an error in the list of Members nominated to this Working Group, Councillor K M H Lagan should be replaced with Councillor U G C Siddall-Norman. This change was duly noted.
- **Strategic Asset Working Group**
In response to a comment regarding this Working Group and there not being a non-aligned Member nominated, Councillor S Dodsley removed her nomination. She then nominated that Councillor A M Lay be nominated to this Working Group. This was duly agreed.
- **Finance Member Working Group**
The Director of Legal and Governance advised that following the appointment of the Leader of the Council and Chairperson of Committees there was one vacancy on this Working Group and Appendix 1 detailed two nominations (Councillors N D Spenceley and M E Thompson) had been received. Upon a vote being taken it was agreed that Councillor N D Spenceley was appointed to the Finance Member Working Group.
- **Local Government Reorganisation and Devolution Working Group**
The Director of Legal and Governance reported that this Working Group consisted of ten Members, however only seven nominations had been received. A further three nominations were therefore required.

Councillor R H Siddall nominated Councillor A Fittock. Councillor S J N Morgan nominated Councillor M F L Durham and Councillor L L Wiffen nominated Councillor C P Morley. These nominations were duly seconded and agreed.

- **Member Training Working Group**
Members were advised that following the nominations received a further three Members were required to be nominated to this Working Group.

Councillor J C Stilts nominated Councillor A M Lay and this was duly seconded. Councillor E L Stephens nominated Councillor R H Siddall, however Councillor Siddall declined the nomination. Councillor P L Spenceley nominated Councillor S Dodsley and this was duly seconded. Councillor Stilts nominated Councillor V J Bell however Councillor Bell declined the nomination. Councillor L L Wiffen nominated Councillor W J Laybourn and this was duly seconded. The nominations of Councillors Dodsley, Lay and Laybourn was agreed.

- **Planning Policy Working Group**

The Director of Legal and Governance reported that this Working Group was made up of eight Members, however nine nominations had been received. Following some discussion, it was agreed that the Membership of the Planning Policy Working Group would be increased to nine Members.

- **Strategic Housing Working Group**

It was noted that two nominations were required.

Councillor S J N Morgan nominated himself. Councillor M E Thompson nominated Councillor M F L Durham. Both nominations were duly seconded and agreed.

RESOLVED that subject to the above, the appointment to the Working Groups of the Council as set out at **APPENDIX 2** to these Minutes be agreed.

22. ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE

The Council considered the report of the Director of Legal and Governance presenting an annual update on the work of the Overview and Scrutiny Committee (the Committee).

The report provided background information relating to the setting up of the Committee, its responsibility to report annually to the Council and the process for consideration of possible scrutiny items by the Committee.

The annual report for 2025 / 26 had been endorsed by the Chairperson and Vice-Chairperson of the Committee and was set out in Appendix 1 to the report. It was noted that the annual reporting arrangements ensured accountability of the Committee to the Council.

Councillor S J N Morgan, as the 2025 / 26 Chairperson of the Committee, presented the report to the Council highlighting that this year there had been eight referrals received by the Committee. At this point he encouraged Members to submit any referrals. Councillor Morgan then proposed that the recommendation as set out in the report be approved. This was duly seconded and agreed.

RESOLVED that the annual report of the Overview and Scrutiny Committee for 2025 / 26 be approved by the Council.

23. DEVOLUTION AND LOCAL GOVERNMENT REORGANISATION UPDATE

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

The Director of Legal and Governance introduced the report which provided a brief outline of the announcement in March 2026 that the Government supported the Five Unitary Business Case. The Ministry of Housing, Communities and Local Government (MHCLG) had sought further information from the Council to inform a draft Structural Change Order (Order). The Council's proposed response to the questions raised by the MHCLG Was set out in paragraphs 3.3 – 3.5 of the report. Delegation was also sought to allow the Chief Executive to make any amendments or provide further information to MHCLG if required.

It was noted that Officers had undertaken a review of the ward arrangements in line with the Boundary Commission guidelines and previously approved by Members.

The Director of Legal and Governance advised that there was a typographical error in the Parish Council election harmonisation table (paragraph 3.5 of the report), for the 2026 ordinary year of election the ordinary end of term should read 2030, not 2040. This was noted.

Members noted the progress, ongoing discussions and work with Essex County Council, Chelmsford City Council and Brentwood District Council around implementation delivery planning.

The Director of Legal and Governance advised that there was no update in respect of Devolution.

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

In response to the discussion that ensued, the Director of Legal and Governance explained that the information set out in the report was being provided to the MHCLG and would not be presented before parliament at this time. The Chief Executive gave his commitment to Maldon that he would ensure Members were updated as soon as he was aware of information. He acknowledged that at times social media got hold of information quicker than the Council.

The Chairperson then put the recommendations which were duly agreed.

RESOLVED

- (i) That Members approve the response to the Ministry of Housing, Communities and Local Government (MHCLG) questions as set out below:

Warding Arrangements - Officers have undertaken a review of the warding arrangements in line with the Boundary Commission guidelines. The proposed warding arrangement are as follows:

Existing District Wards	Electorate 06.2025	New Ward Total	Member / 3000	No. Cllrs (new)	Name of New Ward
Althorne	3,559	6,581	1.19	2	The Crouch Valley
Purleigh	3,022		1.01		
Burnham-on-Crouch North	4,231	7,552	1.41	2	Burnham-on-Crouch
Burnham-on-Crouch South	3,321		1.11		
Mayland	3,400	8,106	1.13	3	The Dengie Villages
Tillingham	1,132		0.38		
Southminster	3,574		1.19		
Tollesbury	2,327	5,750	0.78	2	Tollesbury and Tolleshunts
Tolleshunt Darcy	3,423		1.14		
Heybridge East	3,262	6,773	1.09	2	Heybridge
Heybridge West	3,511		1.17		
Maldon North	3,406	5,221	0.61	2	Maldon North East
Maldon East	1,815		1.02		
Maldon South	3,073	7,257	1.14	2	Maldon South West
Maldon West	4,184		1.39		
Great Totham	3,159	6,270	1.05	2	Maldon Rural North
Wickham Bishops & Woodham	3,111		1.04		

Existing District Wards	Electorate 06.2025	New Ward Total	Member / 3000	No. Cllrs (new)	Name of New Ward
		53,510		17	

Returning Officer - The Returning Officer for the Mid Essex will be the Chief Executive of Chelmsford City Council.

Parish Council Election Harmonisation - This position has not been agreed by all authorities, but this is the current proposal for Parish Council harmonisation.

Proposal Parish/Town Council Elections

Ordinary year of elections	Ordinary End of term	Other elections we anticipate on election day that year	Proposal
2026	2030	Current council elections	Parish elections are already going ahead anyway, with a term of 4 years, but term should subsequently be extended to 6 years.
2027	2031	Shadow elections everywhere	Parish elections due to take place should go ahead, but term extended to 5 years.
2028	2032	Mayoral election	Parish elections due to take place should go ahead. No extension necessary
2029	2033	None – though General election is due by July 2029.	Parish elections should go ahead (if any) but with a three year term.
2030	2034	None	Parish elections should be postponed and term of those elected in 2026 extended to six years.
2031	2035	None	Parish elections should be postponed and term of those extended in 2027 extended to five years.
2032	2036	Unitary elections	All parish council elections take place this year

- (ii) That in consultation with the Leader of the Council and Chairperson of the LGR Working Group delegation is given to the Chief Executive to agree any amendments or to provide further information to MHCLG in relation to the information required to draft the Structural Change Order (SCO);
- (iii) That Members note the wider update around Devolution and LGR.

There being no other items of business the Chairperson closed the meeting at 9.23 pm.

R PRATT
CHAIRPERSON

REPRESENTATIVES TO OUTSIDE BODIES

Local Government Bodies:

BODY	LEAD OFFICER	REPRESENTATIVE
Local Government East (previously East of England LGA)	Chief Executive	Leader of the Council
Local Government Association	Chief Executive	Leader of the Council
Local Councils network	Chief Executive	Leader of the Council

Outside Bodies (not appointed by Maldon District Council but involve Members of the Council):

BODY	LEAD OFFICER	REPRESENTATIVE
Essex Leaders and Chief Executives Group NB currently where Local Government Reorganisation (LGR) work sits	Chief Executive	Leader of the Council
Essex Partnership Board (Mid Essex Representative)	Chief Executive	Leader of the Council

Representatives to Outside Bodies made by the Council:

BODY	LEAD OFFICER	TO BE APPOINTED	2026 / 27 Representative
A12 Widening Member Group (Essex County Council (ECC))	Director Place Planning and Growth	One Ward Councillor from Great Totham and Wickham Bishops	J C Hughes (Great Totham) S J N Morgan (Wickham Bishops)
Action for Family Carers Liaison Board	Head of Health Integration and Wellbeing	One Member of Council	P L Spenceley
Blackwater Estuary Siltation Steering Group – Annual meeting	Head of Assets, Coast and Countryside	One Member of the Council (Same Member as Maldon Harbour Improvement Commissioners Representative – from June 2026)	A S Fluker (See note in Maldon Harbour Improvement Commissioners)
Bradwell Local Community Liaison Council	Director of Strategy and Improvement	One Member of the Council	M G Neall
Dementia Friendly Community	Head of Health Integration and Wellbeing	One Member of the Council	P L Spenceley

REPRESENTATIVES TO OUTSIDE BODIES

BODY	LEAD OFFICER	TO BE APPOINTED	2026 / 27 Representative
Digital Essex Steering Group	Director of Strategy and Improvement	Chairperson of the Strategy and Resources Committee	Chairperson of the Strategy and Resources Committee (A Fittock)
Drapers Farm Sports Club Committee	Head of Asset, Coast and Countryside	One Member of the Council <i>Substitute: One Member of the Council</i>	N D Spenceley <i>Substitute: P L Spenceley</i>
Essex Civilian and Military Partnership Board	Head of Health Integration and Wellbeing	One Member of the Council	S J N Morgan
Essex Coastal Forum	Head of Asset, Coast and Countryside	One Member of the Council <i>Substitute: One Member of the Council</i>	A Fittock <i>Substitute: K M H Lagan</i>
Essex County Council twice yearly Climate Summits)	Head of Environmental Health, Waste and Sustainability Action	Leader of the Council	Leader of the Council (S J N Morgan)
Essex Countywide Traveller Unit Joint Committee	Head of Environmental Health, waste Environment and Sustainability / Head of Community Safety & Customer Services and Community Protection Manager	One Member of the Council	M F L Durham
Essex Flood Partnership Board	Head of Environmental Health, Waste and Sustainability	One Member of the Council <i>Substitute: One Member of the Council</i>	P L Spenceley <i>Substitute: N D Spenceley</i>
Essex Future of Leisure Board	Head of Health Integration and Wellbeing	One Member of the Council	L J Haywood
Essex Planning Portfolio Holders Group	Director of Place Planning and Growth	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson of the Strategy and Resources Committee</i>	Chairperson of the Strategy and Resources Committee (A Fittock) <i>Substitute: Vice-Chairperson Strategy and Resources Committee (M G Bassenger)</i>

REPRESENTATIVES TO OUTSIDE BODIES

BODY	LEAD OFFICER	TO BE APPOINTED	2026 / 27 Representative
Essex Police Fire and Crime Panel <i>(The Substitute must be from the same Political Group)</i>	Director of Neighbourhood Services and Communities	One Member of the Council <i>Substitute: One Member of the Council</i>	J R Burrell-Cook <i>Substitute: S J N Morgan</i>
Essex Waste Member Partnership Board	Waste Commissioning and Contracts Manager / Director of Neighbourhood Services and Communities	Chairperson of the Strategy and Resources Committee <i>Substitute: Vice-Chairperson Strategy and Resources Committee</i>	Chairperson of the Strategy and Resources Committee (A Fittock) <i>Substitute: Vice-Chairperson Strategy and Resources Committee (M G Bassenger)</i>
Livewell Partnership Group	Head of Health Integration and Wellbeing	Six Members of the Council	M G Bassenger L J Haywood K M H Lagan A M Lay N D Spenceley E L Stephens
Maldon Coastal and Flooding Meeting	Director of Neighbourhood Services and Communities	Leader of the Council <i>And One Member of the Council</i>	Leader of the Council (S J N Morgan) P L Spenceley
Maldon District Tourism Group	Head of Economic Development	One Member of the Council <i>Substitute: One Member of the Council</i>	L J Haywood <i>Substitute: K Jennings</i>
Maldon Harbour Improvement Commissioners <i>This position is an appointment as a Commissioner for a minimum period of three years (appointment will continue even if Member leaves the Council)</i>	Head of Assets, Coast and Countryside	One Member of Council (same as Blackwater Estuary representative)	A S Fluker (until June 2029)
Mid Essex Joint Committee	Chief Executive	Two Members of the Council	Leader of the Council (S J N Morgan) J Driver

REPRESENTATIVES TO OUTSIDE BODIES

BODY	LEAD OFFICER	TO BE APPOINTED	2026 / 27 Representative
NHS Mid Essex Alliance	Director of Strategy and Improvement / Head of Health Integration and Wellbeing	Leader of the Council	Leader of the Council (S J N Morgan)
North Essex Economic Board (NEEB)	Director of Strategy and Improvement / Head of Health Integration and Wellbeing	Leader of the Council	Leader of the Council (S J N Morgan)
One Maldon District Partnership	Director of Strategy and Improvement / Head of Health Integration and Wellbeing	Leader of the Council One Opposition Leader	Leader of the Council (S J N Morgan) J Driver
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee (annual meeting)	None	One Member of the Council	R G Pratt
Plume Educational Trust (Four yearly appointment)	None	Two Members of the Council	N D Spenceley (from 15 June 2025) K Jennings (from 15 June 2023 until 14 June 2027)
Responsible Authorities Group (RAG) (Community Safety)	Community Protection Manager / Director of Neighbourhood Services and Communities	One Member of the Council <i>Substitute: One Member of the Council</i>	J C Stilts <i>Substitute: K M H Lagan</i>
Safer Essex Group	Director of Neighbourhood Services and Communities	One Member of the Council	J C Stilts
South Essex Parking Partnership – Joint Committee	Community Protection Manager / Director of Neighbourhood Services and Communities	One Member of the Council <i>Substitute: One Member of the Council</i>	R G Pratt <i>Substitute: S J N Morgan</i>
Southend Airport Consultative Committee	Head of Economic Development	One Member of the Council	D O Bown
Stow Maries Aerodrome Consultative Committee (Appointed 20/12/18)	Director of Finance	Two Members of the Council	J R Burrell-Cook K M H Lagan

REPRESENTATIVES TO OUTSIDE BODIES

BODY	LEAD OFFICER	TO BE APPOINTED	2026 / 27 Representative
The Thomas Plume Library Charitable Incorporated Organisation	None	One Member of Council	N D Spenceley

Member Working Groups**Appointed by the Council**

Member Working Group	Lead Officer	To appoint	2026 / 27 Representatives
Environmental and Sustainability Working Group (previously Member and Officer Net Zero Working Group)	Head of Environmental Health, Waste, Environment and Sustainability	Eight Members of the Council	8 Members: D O Bown S Dodsley L J Haywood R H Siddall U G C Siddall-Norman P L Spenceley E L Stephens J C Stilts
Finance Member Group	Director of Finance (Chief Finance Officer)	Ten Members of the Council consisting of: • Political Group Leaders • Chairperson of the Strategy and Resources Committee (S&R) • Vice-Chairperson of the S&R • Chairperson of the Performance, Governance and Audit Committee (PGA) • Vice-Chairperson of the PGA	Political Group Leaders: • Conservative Group (S J N Morgan) • District Support Group (J C Stilts) • Liberal Democrat Group (J Driver) • Reform UK (A S Fluker) • The Maldon District Independent Group (R H Siddall) Chairperson of the S&R (A Fittock) Vice-Chairperson of the S&R (M G Bassenger) Chairperson of the PGA (W Stamp) Vice-Chairperson of the PGA (M G Neall) One Member: N D Spenceley

Member Working Group	Lead Officer	To appoint	2026 / 27 Representatives
Leisure Partnership Board (Working Group)	Head of Health Integration and Wellbeing	Eight Members of the Council (plus Places Leisure representatives)	8 Members: M F L Durham L J Haywood A S Fluker K M H Lagan A M Lay R H Siddall P L Spenceley E L Stephens
Local Government Reorganisation and Devolution Working Group	Chief Executive	Ten Members of the Council, inclusive of: • Leader of the Council • Opposition Leader(s)	10 Members: <u>Leader of the Council</u> S J N Morgan <u>Opposition Leader(s):</u> J Driver <u>Members:</u> M F L Durham A Fittock A S Fluker C P Morley R H Siddall P L Spenceley W Stamp CC M E Thompson
Member Training and Development Member Working Group	Director of Legal and Governance	Eight Members of the Council	8 Members: S Dodsley L J Haywood A M Lay W J Laybourn S J N Morgan P L Spenceley E L Stephens M E Thompson

Member Working Group	Lead Officer	To appoint	2026 / 27 Representatives
Planning Policy Working Group	Director of Place, Planning and Growth	Nine Members of the Council (Council on 14/05/26 agreed to increase Membership to nine Members)	9 Members: M G Bassenger J R Burrell-Cook J Driver A Fittock A S Fluker S J N Morgan P L Spenceley W Stamp CC M E Thompson
Strategic Asset Working Group (previously Strategic Asset Group)	Director of Neighbourhood Services and Communities	Ten Members of the Council	10 Members: J Driver A Fittock A S Fluker L J Haywood K M H Lagan A M Lay S J N Morgan R H Siddall P L Spenceley M E Thompson
Strategic Housing Working Group (previously Strategic Housing Board)	Head of Housing and Building Control	Nine Members of the Council	9 Members: S Dodsley M F L Durham K Jennings S J N Morgan R H Siddall P L Spenceley E L Stephens J C Stilts M E Thompson

PANEL (not a Working Group)

Panel	Lead Officer	Panel Details	2026/27 Representatives
Where Quality of Life Matters Assurance Panel (Appointed by the Council on 10 July 2025 – Minute No. 148 refers)	Director of Strategy and Improvement	Role: To provide final ratification of the applications proposed for support by the Scoring Panel. Rationale: To offer an additional later of validation, ensuring medium and large grant applications meet the Council's strategic needs and the protection of public funds	Leader of the Council (S J N Morgan) Chairperson of the Strategy and Resources Committee (A Fittock) R H Siddall L J Haywood P L Spenceley M E Thompson



Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (RAMS)

Durwyn Liley, Emily Rush & Phil Saunders

FOOTPRINT ECOLOGY, FOREST OFFICE, BERE ROAD,
WAREHAM, DORSET BH20 7PA
WWW.FOOTPRINT-ECOLOGY.CO.UK
01929 552444



Footprint Ecology is a small, employee-owned, ecological consultancy with an ethical focus. Founded in 2004 and based in Purbeck, Dorset we are catalysts for change, collaborating with organisations that share our commitment to sustainability and social responsibility. We create practical solutions to complex ecological challenges across a diverse portfolio including nature conservation, outdoor recreation and associated strategic planning.

Footprint Contract Reference: 837

Date: 24th April 2026

Version: Final

Recommended Citation: Liley, D., Rush, E., & Saunders, P. (2026). Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (RAMS). Report by Footprint Ecology.

Summary

This avoidance and mitigation strategy ('the RAMS') sets out the mitigation requirements relating to impacts from recreation and the cumulative effects of new housing and tourism development on the Essex coastline. The strategy covers the internationally important nature conservation sites along the Essex coast, from the Stour Estuary to the Thames Estuary. This section of coast is protected through a range of designations (including Special Area of Conservation (SAC), Special Protection Area (SPA) and Ramsar listing) that afford strict legal protection. The RAMS ensures the relevant local authorities meet legislative requirements and adequately protect these European sites when permitting development. It enables housing growth while ensuring the exceptional importance of the Essex coast for biodiversity is not undermined.

Residential development brings additional people to live in the area and an increased demand for recreation. In addition, increases in the number of tourists and visitors from further afield adds to the people visiting the coast. Access to the countryside is important to many, it brings economic and health benefits to society and is a legal right yet can be difficult to balance with nature conservation. High levels of recreation can result in impacts to the nature conservation interest for example through trampling damage, disturbance or increased fire risk.

This strategy replaces and updates the original strategy established in 2018. Just under 150,000 new dwellings are now planned within the established Zone of Influence within future plan periods (extending to around 2042).

Mitigation measures, set out in detail within the strategy, comprise SAMM (Strategic Access Management and Monitoring) and cover measures on and around the European sites. These measures are to address the in-combination effects of new development and include increased ranger time, signage, interpretation, screening and changes to parking. Monitoring is incorporated to help target the mitigation to the right locations. The level of mitigation is appropriate to the significant level of growth now anticipated and is secured in-perpetuity.

Off-site infrastructure and SANG ('Suitable Alternative Natural Greenspace') provide additional scope to mitigate the alone impacts of particular development and deflect visitors away from the European sites (for example providing locations that welcome dog walking). Detailed guidance on SANG is however outside the remit of this strategy.

The RAMS will be updated on a rolling basis approximately every 5 years, providing the opportunity to check the mitigation, scale of growth and update any costs. As such the strategy provides a long-term solution to impacts from recreation. By addressing risks up front, the strategy provides a proactive, cross-boundary solution that ensures cumulative impacts of growth across a wide area are taken into account. The strategy ensures necessary resources and costs are identified and provides clarity for developers when bringing forward sites for development within a defined Zone of Influence.

Contents

Summary	ii
Contents.....	iii
Maps	iv
Acknowledgements	iv
1. Introduction	1
2. Background and wider context	4
Legislative context	4
Planning and Infrastructure Act	5
Additional context.....	5
The importance of access to the countryside and the new England Coast Path	5
Nature Recovery and the LNRS	6
Devolution	7
3. Relevant European Sites.....	8
Recreational use.....	14
Impacts of recreation.....	15
Damage (trampling and wear)	15
Contamination	18
Increased fire risk	19
Disturbance to birds.....	19
Breeding bird interest	21
Non-breeding bird interest.....	24
Difficulties with land management.....	27
Overview and additional context	27
Additional context	27
4. SAMM ('Strategic Access Management and Monitoring')	31
Mitigation delivery to date	31
SAMM measures in this strategy.....	33
Measures relevant to all sites	33
Measures specific to particular locations	37
Evolution of SAMM and monitoring.....	39
5. Off-site green infrastructure & SANG.....	44
6. Implementation	46
Types of development covered.....	46
Zone of Influence and the area covered by the strategy.....	48
HRA matters and other assessment considerations	48
Scale of future development	51
Costs per new dwelling	52
Long term delivery and in-perpetuity costs.....	53

Governance.....	53
Review and timing	55
References.....	57
Glossary.....	63
Appendix 1: Potential opportunities for site specific projects and opportunities	65
Additional sites and opportunities added after workshop.....	79
Appendix 2: Estimates of housing growth potentially requiring mitigation .	85
Appendix 3: SAMM costs.....	88

Maps

Map 1: European sites covered by the RAMS	page 9
Map 2: the 12 local authorities within the RAMS	page 10
Map 3: Historical (post 2000) and current breeding locations for a selection of the SPA-qualifying bird species.	page 22
Map 4: Key non breeding wader and waterbird roost sites alongside the relevant European site and local authority boundaries	page 25
Map 5: Zone of influence and interviewee postcodes from the visitor survey	page 49

Acknowledgements

This strategy has been commissioned by Chelmsford City Council on behalf of a partnership primarily comprising Basildon Borough Council, Braintree District Council, Brentwood Borough Council, Castle Point Borough Council, Chelmsford City Council, Colchester City Council, Maldon District Council, Rochford District Council, Southend-on-Sea City Council, Tendring District Council, Thurrock Borough Council and Uttlesford District Council, alongside Essex County Council, Natural England, Essex Wildlife Trust, and the RSPB. We are grateful to Leanne Brisland for overseeing the commission.

Cover photo © Goldhanger Creek by Footprint Ecology.

1. Introduction

- 1.1 This strategy sets out the mitigation requirements relating to the impacts from increased recreation (linked to the in-combination effects of housing growth and tourist development across the county) on important nature conservation sites on the Essex coast. It replaces a previous strategy and relates to the 12 relevant Local Planning Authorities (LPAs) that comprise the greater part of the Essex Coast Recreational disturbance Avoidance and Mitigation Strategy (RAMS) Partnership¹. The RAMS ensures these authorities are adequately protecting the relevant wildlife sites from the impacts of recreation, while mitigating the impacts of new housing in a timely manner. The strategy also provides clarity for developers when bringing forward sites for development within a defined Zone of Influence.
- 1.2 The Essex coast is of exceptional nature conservation importance, with a suite of sites along the coast that are covered by international designations, which afford strict protection for the biodiversity and habitats present. These sites ('European sites') stretch between the Stour Estuary in the north and the Thames Estuary in the south.
- 1.3 New housing growth in the various towns and villages near the coast, and tourism development in the area, has the potential to result in more people visiting the designated coastal sites. Increasing recreation use brings particular risks - this strategy addresses those risks, ensuring LPAs meet legislative requirements when permitting relevant development. By addressing risks up front, the strategy provides a proactive, cross-boundary, solution that ensures cumulative impacts of growth are taken into account and that the necessary resources and costs are identified.
- 1.4 A strategic and plan led approach to protecting sites from the cumulative impact of additional recreation is now widely recognised as being more effective than dealing with such impacts on a development-by-development basis. A strategic approach has been in place for the Essex coast since 2018 and similar approaches have been established around the country (for

¹ The 12 Local Planning Authorities that make up the majority of the Essex Coast RAMS Partnership include Basildon Borough Council, Braintree District Council, Brentwood Borough Council, Castle Point Borough Council, Chelmsford City Council, Colchester City Council, Maldon District Council, Rochford District Council, Southend-on-Sea City Council, Tendring District Council, Thurrock Borough Council, and Uttlesford District Council. The partnership also includes Essex County Council, Natural England, Essex Wildlife Trust, and the RSPB.

example on the Suffolk Coast, the Dorset Heaths, the Thames Basin Heaths and the Solent).

- 1.5 Recreation pressure is complex, as the way visitors use a site can change with time and the distribution of the qualifying features can also change. Furthermore, to ensure effectiveness, mitigation needs to include a package of measures that work in an integrated way. For example, educating visitors, reinforcing messages with site-based staff, and providing the right infrastructure to meet visitor needs and influence visitor behaviour could all fit together as part of a mitigation package, but cannot be delivered in a piecemeal way, if implemented by individual developments on a case-by-case basis.
- 1.6 Collective funding is essential for on-site measures, and these can then in turn be supported by the provision of the right alternative green infrastructure, i.e. a positive step to create more space for recreation and make a meaningful reduction in visits to the European sites. A strategic approach also ensures that mitigation can be secured in a way to maximise benefits for local communities and wildlife, ensuring a positive approach that provides for recreation use and ensures long-term protection for the European sites.
- 1.7 The original strategic mitigation scheme (which this replaces) was developed in partnership by the relevant LPAs, with input from a number of other organisations (for more information see Place Services / Essex County Council, 2018).
- 1.8 The strategy established a Zone of Influence (i.e. the zone within which it is deemed that mitigation measures are required) and a series of mitigation measures that work together to provide robust protection for the various European sites. Mitigation measures have been funded by developer contributions. The mitigation included Strategic Access Management and Monitoring measures ('SAMM'), that were targeted towards the European sites and included measures such as rangers.
- 1.9 This RAMS document replaces and updates the previous strategy. It has been produced following visitor surveys and a structured programme of workshops and formal meetings involving a wide range of stakeholders. The update is necessary to provide continued protection for the relevant European sites, to account for changing recreational use of the European sites and to ensure the strategy is appropriate to the level of growth coming

forward in the respective Local Plans, with mitigation secured in-perpetuity for the duration of the impact.

2. Background and wider context

- 2.1 This section sets out the background to the relevant legislation and provides wider context in terms of countryside access, nature recovery and changes to planning and local government that may be relevant.

Legislative context

- 2.2 This strategy has been produced in order to meet particular legislative requirements. European sites are those afforded the highest level of legislative protection for biodiversity. Public bodies, including LPAs, have specific duties in terms of avoiding deterioration of habitats and species for which sites are designated or classified, and stringent tests have to be met before plans and projects can be permitted. Importantly, the combined effects of individual plans or projects must be taken into account. For LPAs, this means that the combined effect of individual development proposals must be assessed collectively for their cumulative impact.
- 2.3 The designation, protection and restoration of European sites is embedded in the Conservation of Habitats and Species Regulations 2017, as amended, which are commonly referred to as the 'Habitats Regulations'. They include Special Protection Areas (SPAs) classified under the 1979 Birds Directive and Special Areas of Conservation (SACs) designated under the 1992 Habitats Directive. Collectively, these sites are sometimes referred to as Habitats sites. Ramsar sites were afforded the same level of statutory protection in England through the Planning and Infrastructure Act (2025). In this strategy we use the term 'European site' to refer to SACs, SPAs and Ramsar sites.
- 2.4 European sites are the cornerstone of UK nature conservation policy. They form part of a 'national network' of sites that are afforded the highest degree of protection in domestic policy and law. Public bodies are referred to as 'competent authorities' within the legislation. The duties set out within the Habitats Regulations, in relation to the consideration of plans and projects, are applicable in situations where the competent authority is undertaking or implementing a plan or project, or authorising others to do so.
- 2.5 The legislation is founded on the 'precautionary principle' and it is necessary to rule out harm, rather than demonstrate impacts. Assessment (Habitats Regulations Assessment) requires consideration of effects either alone or in-combination, and this strategy therefore relates to the cumulative effects of plan-led development across the relevant local planning authority areas.

- 2.6 The strategy is therefore necessary to allow the LPAs, as competent authorities under the Habitats Regulations, to rule out adverse effects on integrity for relevant European sites, as a result of recreation linked to future housing growth. The strategy is therefore focussed on future risk and being able to have the necessary certainty, under the Habitats Regulations, that harm can be ruled out and impacts not exacerbated by further development.

Planning and Infrastructure Act

- 2.7 The UK government has set ambitious targets for house building over the current parliament. The Planning and Infrastructure Act (2025) aims to speed up and streamline the delivery of new homes, with a focus on strategic mitigation to enable development. The Act includes provision for a delivery body (Natural England) to be responsible for the production of Environmental Delivery Plans (EDPs), determining standardised levels of environmental mitigation needed for certain types and scales of development in a specific area. Where an EDP exists, developers will have the option to pay into a new 'Nature Restoration Fund', which the delivery body will use to fund appropriate mitigations, including by pooling contributions from multiple developers. It is proposed that contributions to the Nature Restoration Fund will mean that Habitats Regulations Assessments (HRAs) will not need to assess the implications of a particular development in respect to the particular impact pathway the EDP is addressing. The first EDPs will cover issues such as nutrient neutrality but it is possible that they may cover impacts from recreation in certain areas at some point in the future.
- 2.8 It is important to ensure mechanisms are in place for strategic mitigation to be delivered in the absence of any alternative. As such this RAMS is intended to run as long as necessary to ensure continued mitigation and compliance with the relevant legislation. Regular reviews will be undertaken to ensure the strategy remains aligned with any legislative changes or new regulatory requirements.

Additional context

The importance of access to the countryside and the new England Coast Path

- 2.9 It is now increasingly recognised that access to the countryside is crucial to the long-term success of nature conservation projects, for example through

enforcing pro-environmental behaviours and instilling a greater respect for the world around us (Richardson et al., 2016). Access also brings wider benefits to society that include benefits to mental/physical health (Bragg and Atkins, 2016; Kondo et al., 2020; Lee and Maheswaran, 2011) and economic benefits (Bateman et al., 2014; Dasgupta, 2021; Day, 2020). In recent years there have been shifts in government policy and debate around enhancing access to the countryside.

- 2.10 Changes include the King Charles III England Coast Path, which will create a continuous walking route around the England Coast. The Marine and Coastal Access Act (2009) provides for the establishment of the England Coast Path and, usually, the right of accesses over the associated coastal margin. The right of Coastal Access includes 'roll back' such that if a section of coast erodes, the path will move back accordingly.
- 2.11 The King Charles III England Coast Path is being rolled out in sections, with sections 32-40 covering the Essex coast. Some sections are fully open while other sections are approved (or partly approved) but not yet open, with establishment works planned or in progress. The path will ensure a clearly marked National Trail running along the coast and around the estuaries. While it is not for this strategy to provide mitigation for the Coast Path, it is important to understand its context as the path may influence how people access and use different areas of the coast.

Nature Recovery and the LNRS

- 2.12 Local Nature Recovery Strategies (LNRS) support the establishment of a national Nature Recovery Network (NRN) and aim to identify opportunities and priorities for nature restoration at a local level. Essex's LNRS² highlights recreation as a pressure for many habitats and areas. The LNRS also maps areas of particular importance for biodiversity and sets out the priority species and habitats. The LNRS provides context to the RAMS in highlighting the wider importance and role of land outside European sites and collaborative working to facilitate nature recovery.

² See <https://www.essex.gov.uk/about-council/plans-and-strategies/environment-and-planning/local-nature-recovery-strategy>

Devolution

- 2.13 Greater Essex are part of the Government's Devolution Priority Programme. This involves the establishment of a Mayoral Combined County Authority (MCCA) for the local government areas of Essex County Council, Southend-on-Sea City Council and Thurrock Council. This proposed body would operate above the existing county, unitary, city, district and borough councils across Greater Essex.
- 2.14 In parallel, the Government is progressing Local Government Reform, which focuses on reshaping the structure of local authorities. Under current proposals, all 15 councils in Essex (including the county council, Southend and Thurrock) would be replaced by 5 unitary authorities.
- 2.15 In late March 2026, Government confirmed that they are 'minded to' approve a model of five new unitary authorities for Essex to replace the existing local authorities as well as Essex County Council.
- 2.16 As part of the behind-the-scenes work to align services, systems and ways of working, in preparation for the new unitary authorities coming into existence on 1 April 2028, consideration will need to be given to the future oversight, governance and coordination arrangements of RAMS.

3. Relevant European Sites

- 3.1 The European sites covered by the strategy are shown in Map 1, with their qualifying features listed in Table 1. This selection is the same as the previous strategy and it can be seen there is one SAC (the Essex Coast SAC), 9 SPAs and 9 Ramsar sites. The SPA and Ramsar sites are similar and the boundaries largely identical, so for simplicity only the SPAs are shown in Map 1. Hamford Water is the one SPA where the boundary is markedly different from the Ramsar of the same name, with the SPA extending to cover a wider area to the east.
- 3.2 It should be noted that the Stour and Orwell Estuaries SPA/Ramsar sites lies to the north of the area and the Thames Estuary and Marshes SPA/Ramsar to the south and for both these European sites there are areas outside Essex that are not included in the strategy and not shown in Map 1. For the Stour and Orwell Estuaries, the Orwell component and the northern shore of the Stour lies within Suffolk and is covered by the Suffolk RAMS. For the Thames Estuary only the Mucking Flats (near Tilbury) component of the SPA/Ramsar is included. The rest of the SPA/Ramsar lies on the north Kent shore and is covered by Birdwise Kent and a similar mitigation scheme.
- 3.3 While Map 1 shows the designated site boundaries and Table 1 lists the particular features for each site, it is important to note that many of the qualifying features of the sites will move between sites. Birds may move from one estuary to another and as such the Essex coast potentially functions more as a single unit rather than multiple separate sites. Furthermore there will be areas outside the site boundaries that play a supporting role and will be functionally-linked (see Chapman and Tyldesley, 2016 for definitions and further background). The strategy encompasses such functionally linked land in that the birds using those areas could still be vulnerable to disturbance and mitigation measures may be relevant. These considerations are relevant for both breeding (e.g. Little Tern taking advantage of new areas of shingle) and wintering (e.g. use of fields and grazing marsh by wildfowl and waders).
- 3.4 It is also important to note that there are European sites in the area that are not covered by the RAMS. These include Hamford Water SAC, which qualifies solely for its population of Fisher's Estuarine Moth. This SAC is excluded from further consideration as the moth population (and the Hog's Fennel foodplant upon which it relies) is mostly restricted to islands within Hamford

Water (i.e. within areas largely inaccessible to recreation activity). In line with the previous version of the strategy, Abberton Reservoir SPA/Ramsar and Epping Forest SAC are also excluded.

- 3.5 Map 2 shows the combined area of the European sites in context with the 12 local planning authorities that collect RAMS contributions and intersect the Zone of Influence.

Map 1: European sites covered by the RAMS. Main map shows SPAs, and inset map (same scale) shows SACs

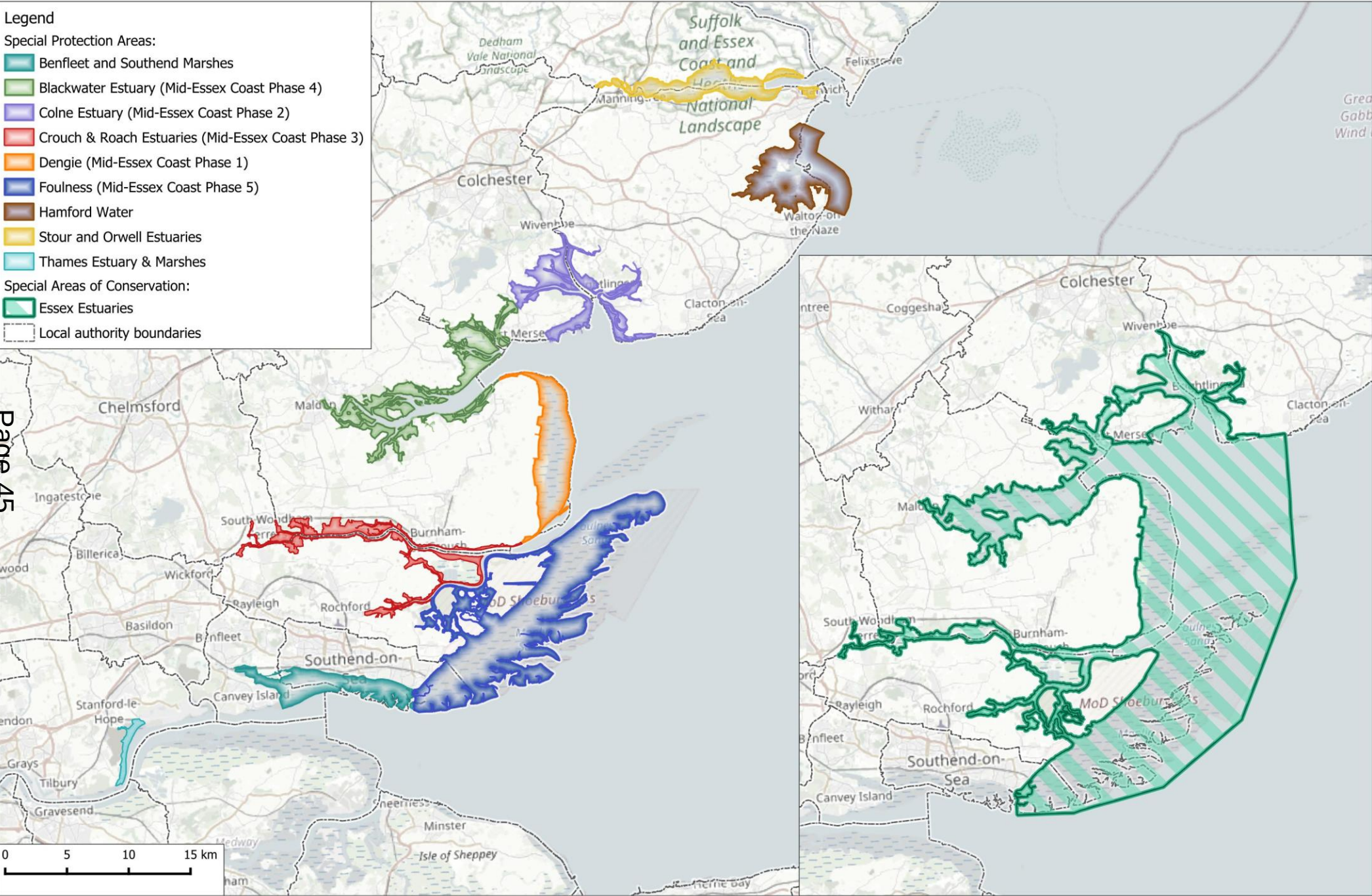




Table 1: European sites and qualifying features. Links cross-reference to the Natural England designated site page, which provides further background and the relevant conservation objectives, etc. For the waterbird assemblage underscoring refers to non-breeding only, and 'P' refers to passage only for other species.

European site	Habitats						Assemblages			Non-breeding birds													Breeding birds						
	Sandbanks which are slightly covered by sea water all the time	Mudflats and sandflats not covered by seawater at low tide	Salicornia and other annuals colonising mud and sand	Spartina swards	Atlantic salt meadows/saltmarsh	Mediterranean and thermo-Atlantic halophilous scrubs	Waterbird	Wetland invertebrate	Wetland plant	Avocet	Bar-tailed Godwit	Black-tailed Godwit	Dunlin	Grey Plover	Knot	Oystercatcher	Redshank	Ringed Plover	Dark-bellied Brent Goose	Pintail	Shelduck	Teal	Hen Harrier	Avocet	Ringed Plover	Pochard	Common Tern	Little Tern	Sandwich Tern
Essex Estuaries SAC	✓	✓	✓	✓	✓	✓																							
Hamford Water SPA										✓		✓		✓			✓	✓	✓		✓	✓						✓	
Hamford Water Ramsar												✓					✓	✓	✓										
Stour and Orwell Estuaries SPA							✓					✓	✓	✓	✓		✓		✓	✓				✓					
Stour and Orwell Estuaries Ramsar							<	✓	✓			✓	✓	✓	✓		✓		✓	✓									
Colne Estuary SPA							✓										✓		✓				✓		✓	✓		✓	
Colne Estuary Ramsar					✓		<	✓	✓								✓		✓										
Blackwater Estuary SPA							✓					✓	✓	✓					✓				✓		✓	✓		✓	
Blackwater Estuary Ramsar					✓		<	✓	✓			✓	✓	✓					✓										
Dengie SPA							<							✓	✓				✓				✓						
Dengie Ramsar					✓		<	✓	✓					✓	✓				✓										
Crouch and Roach Estuaries SPA							<												✓										

European site	Habitats						Assemblages			Non-breeding birds														Breeding birds					
	Sandbanks which are slightly covered by sea water all the time	Mudflats and sandflats not covered by seawater at low tide	Salicornia and other annuals colonising mud and sand	Spartina swards	Atlantic salt meadows/saltmarsh	Mediterranean and thermo-Atlantic halophilous scrubs	Waterbird	Wetland invertebrate	Wetland plant	Avocet	Bar-tailed Godwit	Black-tailed Godwit	Dunlin	Grey Plover	Knot	Oystercatcher	Redshank	Ringed Plover	Dark-bellied Brent Goose	Pintail	Shelduck	Teal	Hen Harrier	Avocet	Ringed Plover	Pochard	Common Tern	Little Tern	Sandwich Tern
Crouch and Roach Estuaries Ramsar							<	✓	✓										✓										
Folness SPA							✓				✓			✓	✓	✓	✓		✓				✓	✓	✓		✓	✓	✓
Folness Ramsar					✓		<	✓	✓		✓			✓	✓	✓	✓		✓										
Benfleet and Southend Marshes SPA							✓						✓	✓	✓			✓	✓										
Benfleet and Southend Marshes Ramsar							<							✓	✓				✓										
Thames Estuary and Marshes SPA							✓			✓		✓	✓	✓	✓		✓	✓					✓						
Thames Estuary and Marshes Ramsar							<	✓	✓			✓	✓	✓	✓		✓	P											

Recreational use

- 3.6 Work commissioned by Natural England to inform the England coast path route and HRA work (Panter and Liley, 2016) noted the presence of at least 210 car parks within 1 km of the European sites relevant to the RAMS; these providing around 18,000 parking spaces. They also recorded nearly 2,000km of paths within the same area and mapped 143 jetties, 146 slipways and 40 marinas on the relevant shorelines. As such there are numerous opportunities across a wide area for recreational access.
- 3.7 Visitor surveys (Rush et al., 2025) commissioned alongside this strategy³ involved surveys at 26 locations and 1,793 interviews were conducted with visitors. Most interviewees (93%) were visiting directly from home, however 7% were staying away from home, either on holiday (4% of all interviewees) or staying with friends and family in the area (3%).
- 3.8 The survey results show the main activities to the Essex Coast to be dog walking (45% of interviewees) or walking (35%). Visits were typically relatively short (averaging around 102 minutes in the summer and 75 minutes in the winter) and on average interviewees visited 2.3 times per week.
- 3.9 Close to home was the most common reason for choosing to visit the coast, reflected by the median distance (home postcode to interview location) of just under 5km. The survey results also highlighted the impacts of local facilities on visitor behaviour. In total, 16% of interviewees gave visiting a café, restaurant or pub as one of the activities they had undertaken (or planned to undertake) on the day interviewed. 4% of interviewees indicated that the presence of a café, restaurant or pub was the specific reason behind the choice of where to visit on the day they were interviewed.
- 3.10 The average route length was 3km although this differed between activities undertaken on site.
- 3.11 The results suggest that the Essex Coast was busy all year round, with 60% of interviewees indicating that they tended to visit all year round. For those survey points that were surveyed in both the summer and winter period, there were more people counted during the winter than the summer.

³ Report available to download on the [Footprint Ecology website](#)

- 3.12 Benfleet and Southend Marshes appeared both the busiest and had the most local cohort of visitors, compared to the Crouch and Roach (quietest) and the Dengie and Hamford Water which each had a wider draw for visitors.

Impacts of recreation

- 3.13 Drawing from the general literature (Harris, 2023; Liley et al., 2010; e.g. Lowen et al., 2008; Marion et al., 2016), impacts associated with recreation to coastal sites include:
- Damage (trampling and wear);
 - Contamination;
 - Increased fire risk;
 - Disturbance to breeding birds;
 - Disturbance to wintering birds;
 - Difficulties with land management; and,
 - Damage to infrastructure, etc.
- 3.14 These are considered in turn below. It should also be noted that nutrient enrichment from dog fouling can also pose a particular issue (De Frenne et al., 2022) that is most relevant to low nutrient habitats. In coastal areas such habitats would comprise vegetated shingle or unimproved grassland. These habitats are largely absent from the area covered by the RAMS however, and do not comprise qualifying features of the relevant European Sites; this impact pathway is therefore considered no further.

Damage (trampling and wear)

- 3.15 Trampling damage relates to footfall and ground pressure from wheels (bikes, buggies etc.). Erosion and wear are also linked to boat use, including the scouring from the bottom of boats as well as the wake from fast moving boats and damage linked to anchors/moorings.
- 3.16 Mechanical damage to plant tissue causes a loss of vegetation cover, changes in the plant composition of the vegetation and loss of species and a reduction in plant height. Trampling can cause damage to root systems and increase water run-off, soil erosion and compaction with consequences for decomposition, nutrient cycling and water quality. Compaction can also cause a reduction in organic matter, affecting fertility and the water infiltration capacity of the soil. Compaction can also impact on mycorrhizal fungi, affecting plant uptake of nutrients from the soil. Other effects of

human trampling include the widening of paths and path erosion, particularly on slopes.

- 3.17 Particularly sensitive habitats include seagrass beds, saltmarsh (including those dominated by *Spartina*), Atlantic salt meadow, and halophilous scrub. There may also be knock-on consequences for species – not only birds but also habitat specialist invertebrate species. Species such as the wolf spider *Arctosa fulvolineata*, the striped Horsefly, Big-spotted Cleg, and Ground Lackey moth are reliant upon upper saltmarsh habitats where footfall is most likely.
- 3.18 Seagrass beds are present within the European sites and recreation is identified as a threat⁴. Saltmarsh and halophilous scrub are also widely distributed within the RAMS area, however given the difficulty in accessing some areas, damage is considered likely to be localised within proximity to urban areas and access infrastructure such as car parks.
- 3.19 While trampling is not highlighted as a major concern in the Site Improvement Plans (SIPs) for any of the European Sites under discussion, visual appraisal of aerial imagery nevertheless shows that (localised) evidence of such damage is readily apparent (see Figure 1).

⁴ See <https://www.essexwt.org.uk/what-we-do/protecting-wildlife/projects/seagrass> for background.

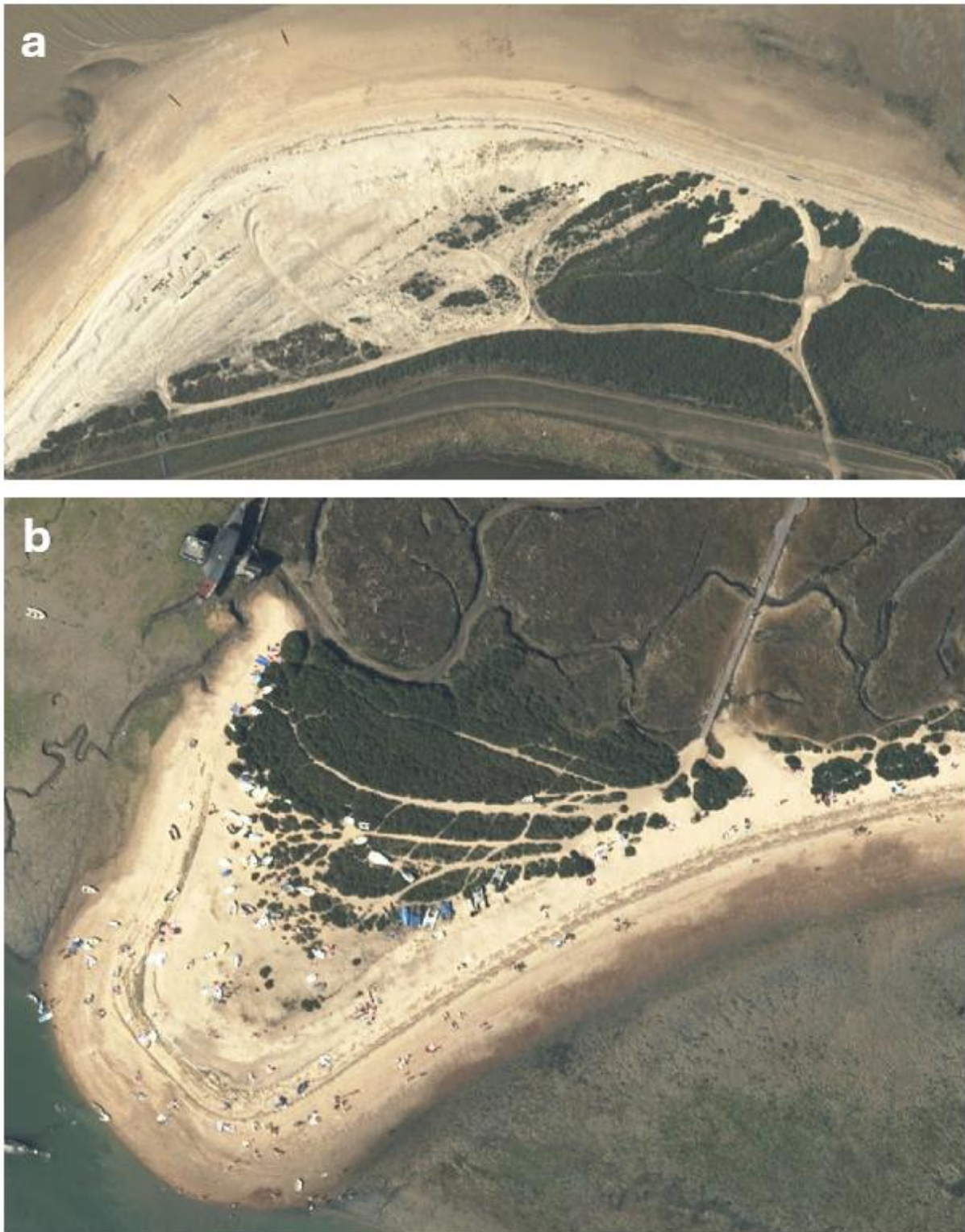


Figure 1: Aerial images depicting examples of trampling damage/wear in areas of halophilous shrub and bordering saltmarsh at: (a) Bradwell-on-Sea (within the Essex Coast SAC/Dengie Ramsar); and (b) West Mersea (within the Essex Coast SAC/Blackwater Estuary Ramsar). Images © National Coastal Monitoring <https://coastalmonitoring.org/>.

Contamination

- 3.20 Ponds and small water bodies are often popular with dogs and dog walkers will often seek such features out, particularly in hot weather. Heavy use by dogs leads to turbid water, an impoverished invertebrate flora and a loss of vegetation (Denton and Groome, 2017; Groome et al., 2018).
- 3.21 Shampoos, wormer, tick and flea treatments are a further concern (Groome et al., 2018; Harris, 2023). There is growing evidence of contamination by pesticides including flea treatments such as fipronil and imidacloprid in watercourses (Perkins et al., 2024, 2021, 2020). Preliminary studies of waterbodies at four locations in the New Forest where dogs are known to regularly enter the water revealed the presence of imidacloprid and at one site levels were nearly double the internationally agreed toxicity threshold for aquatic invertebrates⁵. Testing of waterbodies in sand dune systems in the Sefton Coast area has found similar levels of contamination (Denning et al., 2024).
- 3.22 Dogs may also act as vectors for non-native invasive plant species, such as New Zealand Pygmyweed *Crassula helmsii* (Groome et al., 2018) and the trampling impacts around the edge of the waterbody may lead to a loss of surrounding vegetation, exacerbating impacts.
- 3.23 These issues are potentially relevant to aquatic, wetland and coastal habitats (such as ditches and borrow dykes) and the specialist plant and invertebrate species that they support. Such species include the Scarce Emerald Damselfly, which is found across several of the European Sites.
- 3.24 Contamination is also potentially relevant in terms of litter. While discarded rubbish, waste etc. is unsightly it may not always be directly damaging to the qualifying features. However, discarded fishing line can entangle birds, food waste may encourage predators (such as foxes, gulls etc) and certain products such as plastics are a widespread and recognised concern (Sutherland et al., 2012; Wilcox et al., 2015).

⁵ Reported by the BBC: <https://www.bbc.co.uk/news/uk-england-hampshire-68400630>

Increased fire risk

- 3.25 Fire incidence is directly associated with recreation use (Anderson, 1986; Miller and Miles, 1984; Tantram et al., 1999) for example through discarded cigarettes, sparks from a campfire, barbeques and even deliberate arson.
- 3.26 Fires can have major impacts on the soil, vegetation and fauna present, and recovery can take many years. Fire can change water filtration within soils and result in loss of nutrients (Mallik et al., 1984). Burning can also cause erosion through the exposure of soils – charred peat surfaces are particularly vulnerable (e.g. Maltby et al., 1990). Vegetation recovery may depend on the intensity of the fire and whether litter (protecting rootstock and seeds) is burnt (Alchin, 1997).
- 3.27 Climate strongly influences wildfire risk and climate change is likely to increase the risks of wildfire and the types of habitat affected (Jolly et al., 2015). The incidence of forest fires globally has doubled since 1984 as a result of global warming (Mansoor et al., 2022). It is likely that wildfire incidence will occur in situations and vegetation communities where it has previously been rare or very limited (anon, 2017) and increasingly site managers will have to take active measures to minimise risks on sites.
- 3.28 While fire risk is therefore perhaps low for many of the habitats within the sites covered by the RAMS, this may well change. Most at risk will be upper saltmarsh and reedbed areas, particularly where these are relatively dry. A large fire on the Dee Estuary in 2022 destroyed reedbed habitat within the SPA there, and while outside the area covered by the RAMS, highlights that coastal areas can still be vulnerable.

Disturbance to birds

- 3.29 Disturbance occurs where human activity influences an animal's behaviour or survival. By far the majority of the literature (and there are thousands of studies), focuses on birds (Brawn et al., 2001; Hill et al., 1997; for a general review see Hockin et al., 1992; Lowen et al., 2008; Showler, 2010; Steven et al., 2011; Whitfield et al., 2008). Disturbance can also affect mammals, herptiles (see Edgar, 2002 for a review), and invertebrates.
- 3.30 Disturbance can have a range of different impacts, potentially affecting distribution, breeding success and health. Impacts can be chronic, for example otherwise suitable nesting habitat being completely avoided (e.g. Liley & Sutherland, 2007) or more short-term in nature, for example birds

becoming alert and then resuming the initial activity (Fernandez-Juricic et al., 2001).

- 3.31 Impacts can also include direct mortality of birds. There are studies showing increased predation rates when birds are disturbed, for example predators taking advantage of the change in behaviour caused by the disturbance (e.g. Brambilla et al., 2004). There are also examples of pet dogs preying on birds, for example both Ringed Plover adults and chicks have been witnessed preyed on by dogs (Liley et al., 2021; Pienkowski, 1984). Some studies document direct trampling of nests/eggs of ground-nesting species, where the eggs are so well camouflaged people are unaware of the damage they cause (Liley and Sutherland, 2007).
- 3.32 These impacts from disturbance can result from a wide range of activities. For example Steven *et al.* (2011), in their review of disturbance impacts to birds, listed the following activities and research findings:
- Standing/observing: 15 studies, 14 showing negative effects of disturbance;
 - Touring/walking/hiking: 51 studies, 45 showing negative effects of disturbance;
 - Running: 6 studies, 6 showing negative effects of disturbance
 - Cycling/Mountain bike riding: 3 studies, 3 showing negative effects of disturbance;
 - Canoeing: 3 studies, 3 showing negative effects of disturbance; and
 - Dog walking: 11 studies, 11 showing negative effects of disturbance.
- 3.33 It is of course often difficult to separate different types of activities as at many sites multiple activities tend to overlap in space and time and impacts may be cumulative. Nonetheless, dog walking is widely recognised as a particular threat (Bavin et al., 2025; Harris, 2023) that has a disproportionate effect compared to other activities (Banks and Bryant, 2007; Cavalli et al., 2016; Gómez-Serrano, 2021; Lafferty, 2002; Taylor et al., 2007). Dogs are likely to be perceived as a greater threat, will actively chase birds and are able to access areas such as intertidal habitats that people on foot may avoid.

Breeding bird interest

- 3.34 Breeding birds are vulnerable to disturbance, with good evidence from the UK for a range of relevant species. For example disturbance has been shown to affect population size for Ringed Plover (Liley and Sutherland, 2007) and there are a range of studies showing disturbance effects for Little Tern (Medeiros et al., 2007; Ratcliffe et al., 2008; Rowell, 2020; Tratalos et al., 2021). Disturbance can lead to areas of suitable habitat being avoided entirely. In areas where they do nest, breeding birds are tied to a specific nest location, and there are particular energetic costs associated with egg laying, incubating, and raising chicks which can be exacerbated by disturbance.
- 3.35 The issues for breeding birds vary. Ringed Plover tend to nest on shingle and gravelly areas close to suitable intertidal foraging habitat. They are also territorial, meaning that territories/nests can be distributed along the beach. Terns are typically colonial nesters, with a more clumped distribution. Little Terns tend to nest in smaller, scattered, colonies spread across a range of beaches – typically the same sandy, open beaches favoured by people visiting the coast for recreation (D. Liley et al., 2023). The single remaining colony on the Essex Coast is at Hamford Water.
- 3.36 Sandwich Terns, by contrast, tend to nest in a smaller number of much larger, colonies. These colonies are susceptible to individual disturbance events, with the disturbance implicated in the abandonment of multiple colonies around the UK coastline (Brown and Grice, 2005; Tavener, 1965). The species' propensity to nest in a very small number of large colonies, and the potential for rapid abandonment makes it particularly vulnerable to human disturbance (Bourne and Smith, 1974; Garthe and Flore, 2007).
- 3.37 Common Terns will also nest colonially, with colony size varying across locations. The species will breed coastal shingle, beaches, saltmarsh, and offshore islands making it susceptible to coastal recreation (Brown and Grice, 2005), as well as inland lakes, reservoirs, and gravel pits.
- 3.38 Avocets breed colonially on a range of shallow, coastal, wetlands, including saltmarshes and saline/brackish lagoons (Brown and Grice, 2005). The majority of saline/brackish lagoons that are used are those created within reserves such as Wallasea Island where protective measures (such as fences) are in place and therefore disturbance is potentially less of a concern. Saltmarsh areas are perhaps more at risk from disturbance for example

from dogs off lead or paddleboarders/kayaks accessing from the water. Such disturbance could also potentially affect other breeding waders that use saltmarsh, such as Redshank. Pochard generally breed on a range of sheltered/undisturbed inland waters, surrounded by dense vegetation, although they will also utilise brackish areas on the coast. As a breeding species they are potentially less susceptible to disturbance than the other breeding bird species.

- 3.39 Map 3 depicts records of breeding terns/tern colonies within Essex since 2000, alongside expanses of coastal vegetated shingle. The latter is shown as a proxy for additional/potential future breeding locations for Ringed Plover and Little Tern in particular. The bird data comes from a range of sources previously synthesised by Panter & Liley (2016), including the Essex Bird Report and Natural England, as well as more recent information from the Seabird Monitoring Programme⁶.

⁶ <https://app.bto.org/seabirds/public/data.jsp>

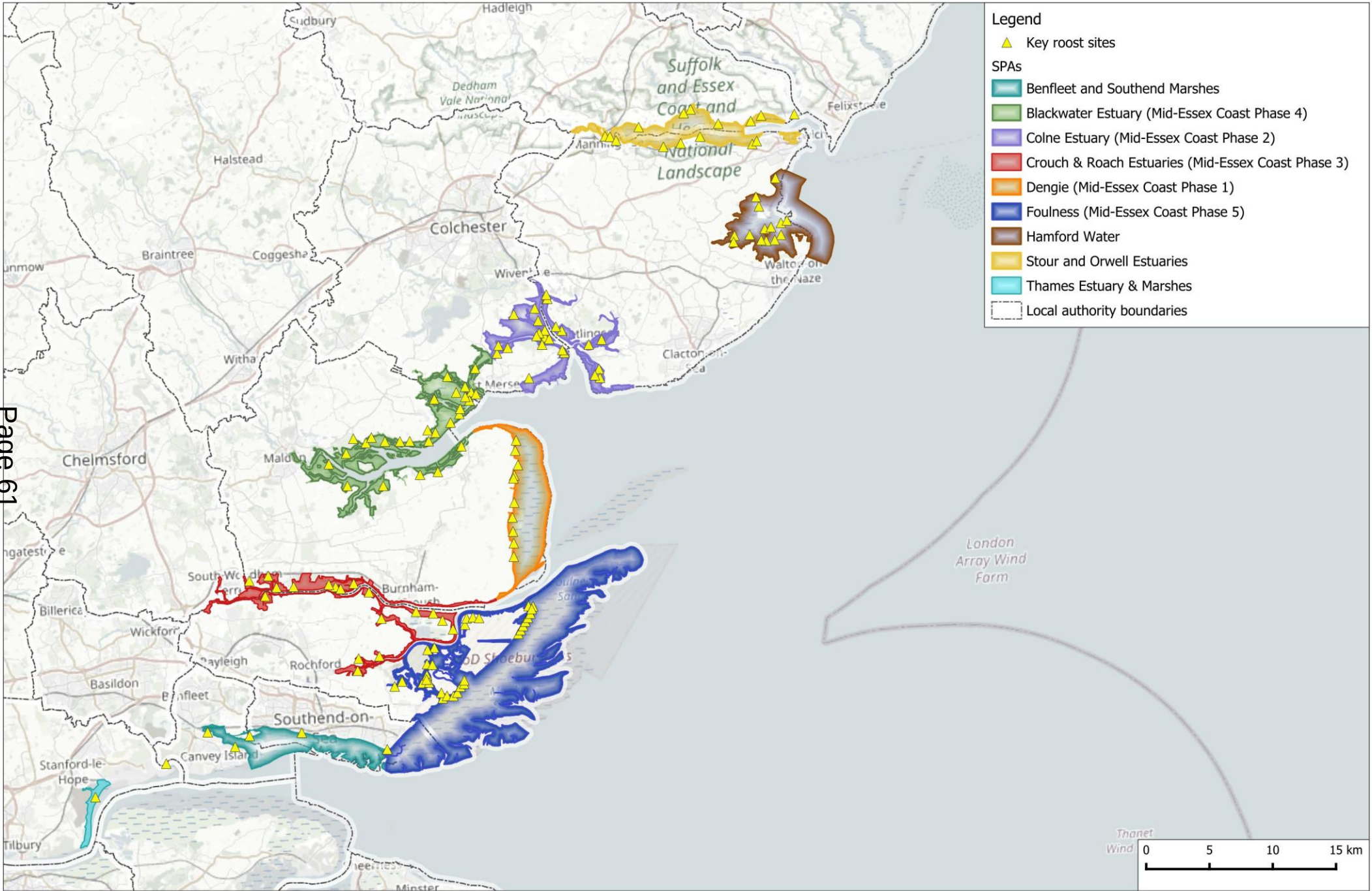


Non-breeding bird interest

- 3.40 The various estuaries and wetland habitats along the Essex Coast support very large numbers of non-breeding bird species, including waders and wildfowl. The relevant SPAs are classified for a range of species individually and also the wintering waterbird assemblage, reflecting the wide range of species and large numbers of birds that can be present around the whole coastline.
- 3.41 While overall numbers tend to peak during the winter, the coast is important for these non-breeding species for much of the year, with non-breeding birds present from July through to May. Different species will use different areas at different times of year and numbers fluctuate, and multiple populations from different breeding sites can be involved. For example, the local breeding Ringed Plovers are likely to move to southern areas of the UK and France and be replaced by birds from the Baltic and Scotland over the winter. In May, Ringed Plovers from more northern populations, even as far north as Greenland and Canada may pass through on passage.
- 3.42 Disturbance for these wintering waterbirds can lead to areas of habitat being avoided (van der Kolk et al., 2022) and there can be energetic costs as a result of repeated flushing, which can be particularly damaging when food supplies or environmental conditions change (Goss-Custard et al., 2006).
- 3.43 Bird disturbance studies on the Orwell and Stour (Ravenscroft et al., 2008) over three winters found the Orwell to be much busier than the Stour, but birds tended to respond more to the presence of people on the Stour, potentially because the Stour held larger numbers of birds and there were more alternative areas available for the birds to switch to. Shoreline activities caused most disturbance at high tide while those occurring in the estuary caused the most disturbance at low tide. The authors suggested disturbance was having an impact on the populations of birds on the Stour and Orwell Estuaries SPA.
- 3.44 All intertidal mudflat habitat, when exposed, has the potential to be used by the non-breeding bird interest. Exposure will vary with the tidal cycle. In addition, birds will often gather over high tide and roost sites may support large numbers of birds at a given time. Use of roosts will vary according to prevailing weather conditions, habitat etc. and roosts can be avoided as a result of disturbance (Peters and Otis, 2007; van der Kolk et al., 2022). Map 4 overlays the relevant SPA boundaries with the locations of key wader and

waterbird roost sites, as identified in Panter & Liley (2016), with additional information synthesised from the previous Essex RAMS and informed by the RSPB (Place Services / Essex County Council, 2018). These data are not comprehensive but provide an indication of the distribution of roosts and highlight how roost sites are present within all the SPA sites.

Map 4: Key non-breeding wader and waterbird roost sites alongside the relevant European site and local authority boundaries



Difficulties with land management

- 3.45 High recreational use can lead to challenges for land managers, with staff time and resources directed towards litter collection, emptying bins, managing parking and dealing with any problems (such as lost pets, gates left open etc.). Furthermore, high levels of recreation use can potentially lead to demand for facilities and infrastructure, creating additional pressure for those managing sites. Local residents can also be a strong voice in opposition to any change, potentially meaning additional consultation and community dialogue required prior to any changes or high-profile interventions.
- 3.46 Dog attacks on livestock have led to challenges with grazing some sites. Essex Wildlife Trust have stopped grazing sheep at some locations due to dog attacks. Where grazing and dog walking co-exist there is often a need for greater staff presence, extra secure fencing and very clear messaging to visitors with dogs.

Overview and additional context

- 3.47 The impacts caused by recreational activities are varied, and some impact pathways are more relevant to some features than others. As such, the risks for each European site on the Essex coast are slightly different. Based on the qualifying features for each site and other information available, we summarise which impact pathways are potentially relevant to each European site in Table 2. We have not tried to assign a degree of risk or ranked issues for different sites; a tick in the table simply indicates the potential for risk.
- 3.48 While we have summarised the risks separately, they also interact, for example a saltmarsh fire would reduce the available habitat for birds, with the potential to exacerbate risks of disturbance. In addition, many of the features are quite mobile and change in distribution over time, this is particularly the case with species such as Little Tern.

Additional context

- 3.49 Climate change will impact the distribution of the qualifying features, exacerbate risks such as fire incidence, change recreation patterns and fundamentally change the coast and surrounding habitats. Rising sea levels, coastal squeeze and more storm surges lead to a loss of habitat such as saltmarsh than mean there is less space for both recreation and for wildlife.

- 3.50 Recreation use will shift over time in response to trends, social media and a range of social factors and as such there is some complexity and inevitable uncertainty around the scale of future risk.
- 3.51 Dog ownership increased markedly during Covid (Morgan et al., 2020). Wild swimming (Bates and Moles, 2022), paddleboarding (Baker et al., 2021), drones (Rebolo-Ifrán et al., 2019) and e-bikes (Rérat, 2021) are becoming increasingly popular while improvements in wetsuit materials and technology can allow people to spend more time in the water, leading to changes in participation in activities such as kite surfing, jet skis, windsurfing and swimming. Tourism trends are also changing, with for example an increase in campervans, mobile homes and short-trip vacations to countryside destinations (e.g. Sommer, 2020). Campervans also provide opportunities for life-style choices with some people choosing to live 'off-grid'.
- 3.52 Such changes in the types of activity and how recreation takes place may mean people access sites in novel ways, for example paddleboards can be launched anywhere and are easily portable, meaning access to the water may not be focussed around slipways. Changing patterns of access may mean people access the coast at different times of day or different weather conditions, further exacerbating the existing level of recreational disturbance.

Table 2: Summary of risks to the relevant European sites from recreation.

European site	Damage (trampling and wear)	Contamination	Increased fire risk	Disturbance to breeding birds	Disturbance to non-breeding waterbirds	Difficulties with land management	Notes and reasons for ticks where further information necessary
Essex Estuaries SAC	✓		✓			✓	Habitats such as saltmarsh, seagrass and halophilous scrub potentially vulnerable to damage and increased fire risk
Pamford Water SPA				✓	✓	✓	
Pamford Water Ramsar					✓	✓	
Stour and Orwell Estuaries SPA				✓	✓	✓	Breeding Avocet an SPA feature and the supplementary conservation advice indicates Avocet have bred at Cattawade (as well as Trimley on the Orwell)
Stour and Orwell Estuaries Ramsar	✓				✓	✓	Ramsar listing includes a range of saltmarsh plants and eelgrasses potentially vulnerable to trampling
Colne Estuary SPA				✓	✓	✓	
Colne Estuary Ramsar	✓	✓	✓		✓	✓	Wetland invertebrate and plant interest potentially vulnerable to damage, contamination and increased fire risk
Blackwater Estuary SPA				✓	✓	✓	
Blackwater Estuary Ramsar	✓	✓	✓		✓	✓	Wetland invertebrate and plant interest potentially vulnerable to damage, contamination and increased fire risk
Dengie SPA					✓	✓	
Dengie Ramsar	✓	✓	✓		✓	✓	Wetland invertebrate and plant interest potentially vulnerable to damage, contamination and increased fire risk
Crouch and Roach Estuaries SPA					✓	✓	

European site	Damage (trampling and wear)	Contamination	Increased fire risk	Disturbance to breeding birds	Disturbance to non-breeding waterbirds	Difficulties with land management	Notes and reasons for ticks where further information necessary
Crouch and Roach Estuaries Ramsar	✓	✓	✓		✓	✓	Wetland invertebrate and plant interest potentially vulnerable to damage, contamination and increased fire risk
Foulness SPA				✓	✓	✓	
Foulness Ramsar	✓	✓	✓		✓	✓	
Penfleet and Southend Marshes SPA					✓	✓	
Penfleet and Southend Marshes Ramsar					✓	✓	
Thames Estuary and Marshes SPA					✓	✓	
Thames Estuary and Marshes Ramsar	✓	✓	✓		✓	✓	Wetland invertebrate and plant interest potentially vulnerable to damage, contamination and increased fire risk

4. SAMM ('Strategic Access Management and Monitoring')

- 4.1 SAMM measures form the basis of all strategic mitigation schemes (see Beveridge et al., 2024 for overview). SAMM comprise measures aimed at behaviour change or encouraging responsible access and are targeted at or around the European sites. Measures include signage, interpretation, ranger provision etc and extend to include monitoring linked to mitigation delivery to ensure the mitigation is targeted appropriately.

Mitigation delivery to date

- 4.2 Developer contributions have been used to fund the mitigation work set out in the original strategy (Place Services / Essex County Council, 2018), which at the time was designed to address impacts from 72,907 dwellings that (at the time) were anticipated to come forward in the period to 2038. The mitigation measures included:

- Recruitment of a full-time Delivery Manager (appointed in 2021) with role to oversee delivery and liaise with stakeholders;
- Adoption of the "Bird Aware" brand originally developed by Bird Aware Solent⁷;
- Recruitment of a team of rangers to work on the ground to reduce disturbance by influencing the behaviour of visitors (team size of 4 full-time posts in 2024/25, including a lead ranger)
- Ranger attendance at a variety of prominent local events, raising awareness of Bird Aware Essex Coast and it's guidance;
- Development of initiatives to encourage responsible dog walking and encourage dog owners to go to less sensitive parts of the coast;
- Dedicated Bird Aware Essex Coast website⁸ and social media channels, with content around responsible recreation, the ranger team, events, and general awareness raising;
- Production of an informative Bird Aware Essex Coast leaflet, about the habitats and the birds of the coast, that has been distributed widely throughout Essex;
- Habitat based measures, such as interpretation, fencing, waymarking, screening, access and habitat improvement; and,

⁷ <https://birdaware.org/solent/>

⁸ <https://birdaware.org/essex/>

- Institution of a monitoring scheme to track the implementation of mitigation measures and to assess their effectiveness.

4.3 The ranger team has grown over time and coverage across the area is not uniform, with effort targeted by the Bird Aware team. The team has identified at least 85 sites across the coast that require some sort of ranger presence and the level of provision at each is varied according to the ease with which it is possible to intercept and engage with visitors, presence of vulnerable features in areas that people might access, levels of recreation use and then effort is further refined according to tide, weather etc.

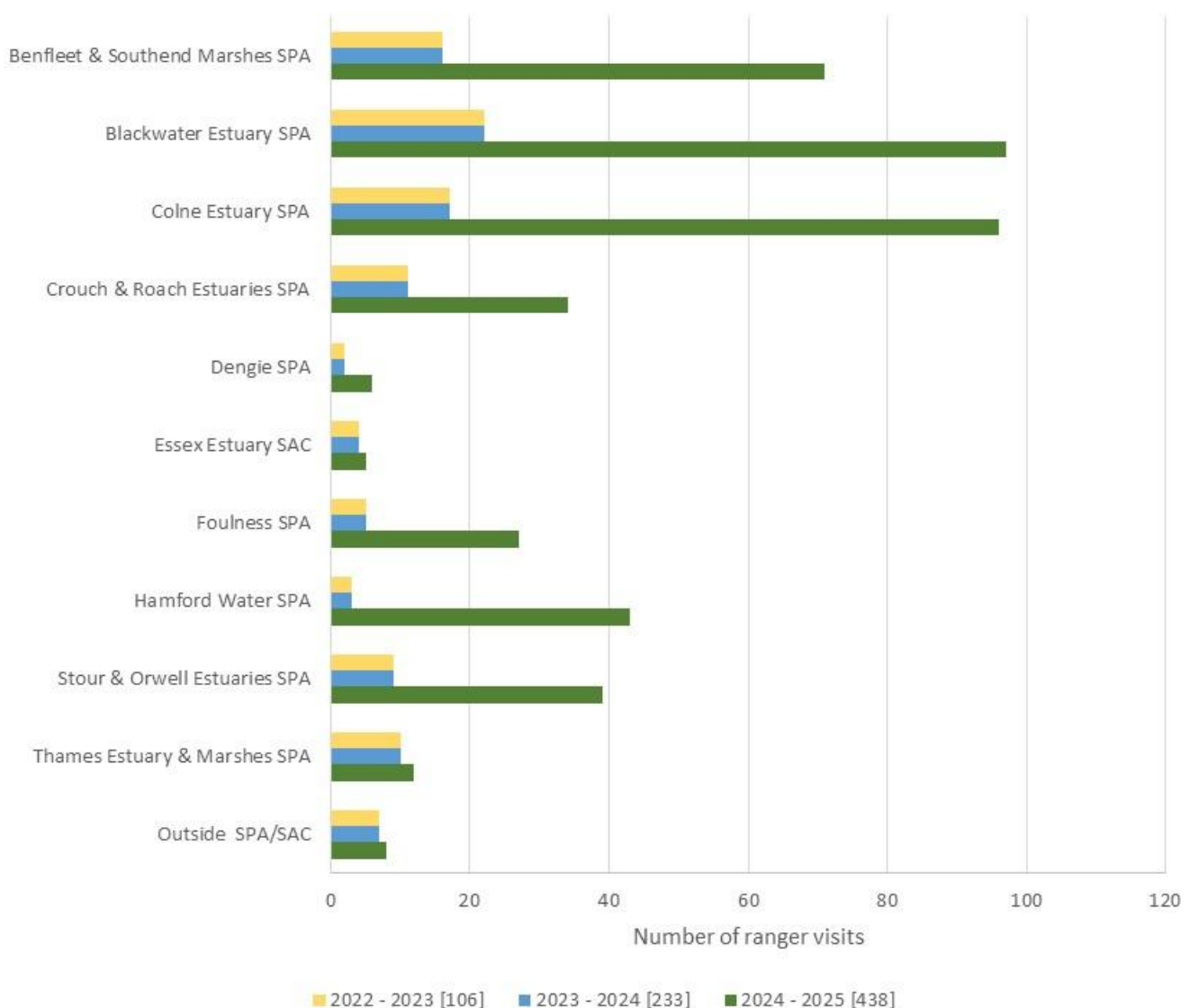


Figure 2: Ranger visits by year and European site. Data extracted from schedule provided by Bird Aware Essex team (note 24/25 data is the number of planned visits rather than actual visits).

SAMM measures in this strategy

- 4.4 SAMM measures include education, engagement with recreational users to influence their behaviour, raising awareness about the Essex coast and its biodiversity, access management and monitoring. The measures are focussed around the European sites and extend to cover functionally-linked land in the vicinity. Measures are summarised below and itemised in Table 3 (at the end of this section). The measures have been carefully considered to build on the existing mitigation work achieved to date and further increase the level of mitigation provision to ensure it is sufficient to address the level of housing growth now planned.

Measures relevant to all sites

- 4.5 The delivery manager will oversee the implementation of the mitigation, with their role having strategic oversight of the mitigation, including the delivery of the strategy and partnership governance. The role ensures the budget and finances are appropriately managed, setting out the financial responsibilities, monitoring financial contributions, financial forecasting, RAMS reserves and in-perpetuity funds etc as appropriate. The delivery manager will also oversee the reporting and provide the point of contact for planning officers, other local authority staff, conservation organisations and other stakeholders etc.
- 4.6 The ranger team is fundamental to the mitigation delivery. It is proposed to have two ranger teams, one covering sites from the northern side of Blackwater north to the Stour estuary and one covering from the southern side of the Blackwater south to the Thames Estuary. Each team will have 1 lead ranger and 3 coastal rangers. Both teams will be supported by up to 3 seasonal ranger roles which will be flexible on the sites they support based on whether there are beach nesting birds that require specific support during the breeding season, providing flexible ranger support in the winter and for weekend working, and complimented by the dog officer and education and engagement officer roles. The overall ranger team size is therefore 9.5 full-time equivalent (fte) posts (including team leaders and 3 seasonal posts, each of 6 months).
- 4.7 This will essentially provide the following coverage, although each team will have the flexibility to place ranger resource where it is needed:
- 1 ranger covering the Stour Estuary and Hamford Water – supported by 1 seasonal ranger.

- 1 ranger covering the Colne Estuary – supported by 1 seasonal ranger.
- 2 rangers covering the Blackwater Estuary – supported by 1 seasonal ranger.
- 1 ranger covering Dengie and Crouch and Roach Estuary.
- 1 ranger covering Foulness, Thames Estuary and Southend and Benfleet Marshes – supported by 1 or 2 seasonal rangers.
- 2 lead rangers, one for each team (i.e. 1 for Black-water – Stour and 1 for Blackwater – Thames).

4.8 This team size is necessary as in some locations/times there is a need for two rangers to be out together, due to health & safety concerns, effectiveness or for confidence building. The work is demanding and approaching strangers in relatively remote areas can be difficult; the larger team size ensures team morale and sufficient cover to ensure sickness, holidays etc will not compromise delivery. It may take some time for sufficient contributions to be collected to allow the team to reach this size and as the team builds it may be necessary for a different geographic breakdown.

4.9 The total length of coast covered by the ranger team is nearly 500km⁹, giving around 53km per ranger (based team size of 9.5). This is a relatively large area for each staff member to cover and the physical difficulties in moving around the Essex Coast make this even more ambitious. The 500km estimate includes areas such as Foulness that are largely inaccessible to the public and some sections of shoreline are remote and seldom visited. Nonetheless, the extent of ranger coverage remains low or similar compared to other mitigation strategies. For example, the Severn Estuary has a level of provision of around 26km per ranger, the Solent (in 2022) around 36km per ranger and the Northumberland Coast around 37km per ranger (see Liley and Caals, 2024). A strategic review of mitigation provision on the Solent (D Liley et al., 2023) found rangers could speak to around 5-7 groups per hour on-site, depending on how busy the location was and the level of provision equated to around 30 minutes ranger time per new dwelling per winter. This was deemed low in the review.

⁹ this is an approximate figure, derived using the shoreline within SPA boundaries (including islands with land above mean high water mark) and defined as the edge of selected habitats. The measurement reflects the shoreline rather than including any portions at sea or open water. The figure was derived from GIS layers used in the work of Ross *et al.* (2014).

4.10 Alongside the ranger team and delivery manager, the strategy includes provision for four further posts:

- A dog project officer, full time to run dog walker engagement at particular locations and provide resources/engagement material for dog walkers, in-line with projects elsewhere in the country¹⁰. The role will complement the ranger teams by working as a specialist ranger as required;
- A communications officer (part-time) responsible for leading campaigns (e.g. dogs on leads) and work around specific activities and audiences (e.g. watersports), supporting the delivery manager and ranger team with social media, press releases etc and overseeing the website content.
- An education/community engagement lead (full time) undertaking work with schools, leading site visits/school trips.
- A monitoring and data lead, this being a part time role responsible for overseeing the data collected by the rangers, collating data from other sources (such as bird data) and producing regular reports.

4.11 Specific work areas for the various staff in the team and that apply across the whole geographic area will include:

- Maintain and update updating the Bird Aware Essex website and general information provision raising awareness of the coast, its importance for nature conservation and risks from recreation use.
- Undertake dedicated work on watersports and water-based recreation, raising issues of disturbance and trampling damage to sensitive habitat. Potential to produce generic guidance for whole coast as to where to launch, where to go, how to behave (including speed limits) and this supported on the ground/water with signs and buoys. This should include activities that are growing in popularity such as wild swimming, paddleboarding etc).
- Gather evidence on particular activities and events to provide information that could support/assist enforcement action if the need arises (enforcement by relevant authority/police etc).
- Contact holiday parks (with static caravans, lodges, mobile homes etc) and exploring opportunities for outreach, including interpretation, signage, information on slipways and other information for residents. Potential for an information pack or

¹⁰ such as Dorset Dogs <https://www.dorsetdogs.org.uk/>, Devon Loves Dogs <https://www.devonlovesdogs.co.uk/> and Coast & Country Canines <https://coastandcountrycanines.org/>

similar to be distributed to residents at key sites and dog-focussed projects.¹¹

- Develop work around education resources and work with children to raise awareness of disturbance issues and the wildlife interest of the coast – including education packs, lesson plans and budget to fund children visiting sites.
- Complete the parking audit and use it to identify and prioritise locations where changes necessary (such as formalising parking, reducing parking spaces, need for height restriction barriers or other infrastructure) and inform dialogue/consultation with relevant parties over parking charges, car park design etc;
- Log bird use in nearby areas outside the boundary of European sites where disturbance issues may be relevant, for example fields adjacent to footpaths. This information will provide scope to target rangers or other mitigation to such areas as necessary.
- Undertake dedicated work around wildlife photography to promote best practice. Options could include supporting professional photographers or keen amateurs to act as ambassadors at popular locations, production of a code of conduct, social media and other publicity around the issues.
- Undertake some dedicated awareness raising and communications around drone use.
- Establish a jet ski working group with remit to develop joint working to manage growing issue and oversight of co-ordination/support for measures at a coast wide level.
- Clear messaging around where to walk dogs, sites where dogs are welcomed off lead and effective information and engagement coast wide around dogs. This will mean the dog project officer, rangers, communications officer and education work all highlight issues around dogs off-lead and responsible dog walking.
- Produce of a monitoring strategy (with budget for consultancy input) to ensure data officer has clear guidance and monitoring data are effectively integrated into mitigation delivery.
- Check the condition of relevant people counters and other monitoring equipment, replacing batteries and overseeing repair/replacement as required.
- Collect and review of monitoring data as relevant and to inform mitigation delivery.

¹¹ The visitor survey results indicated that those staying away from home accounted for a high proportion of visitors at certain locations. Data from other parts of the country indicate those the number of recreational visits made to European sites per unit of accommodation were as high or higher for holiday accommodation when compared to residential units (Panter and Liley, 2017)

- Link up with neighbouring mitigation strategies (Suffolk and North Kent) to ensure no gaps in coverage and consistency of approach where any overlap or work in close proximity. Scope for joint messaging and campaigns on some issues (e.g. around jet skis).
- Link up with other mitigation strategies and visitor management/engagement projects around the country to share best practice, expertise and learn from others.

Measures specific to particular locations

4.12 Alongside the coast-wide measures set out above, there will be a need for a range of site specific and more local projects. These will include (but are not limited to):

- Changes to individual car parks to make them work better, perhaps reducing parking provision in some places or creating new parking in more robust locations;
- Fencing or screening to keep people/dogs on paths;
- Path work to create new routes or improve paths to improve access while ensuring impacts reduced (e.g. creating routes that provide options for people to walk away from the shoreline);
- New/replacement signage;
- New/replacement interpretation;
- Changes to slipways and access points to the water to make them work better or restrict particular types of user (e.g. provision of barriers and gated access);
- Infrastructure to restrict or limit access by off-road vehicles and motorbikes where a persistent problem;
- Funding to support existing work and projects that have responsibilities for visitor management or engagement;
- Zoning or ways to redistribute access, for example creating areas where access is discouraged or not promoted or areas where particular activities are encouraged/promoted such as dedicated spaces for watersports;
- Buoys or other measures to inform those on the water when approaching sensitive locations;
- Support for site based staff/projects involved in managing access, particularly those with a focus on waterbased activities (e.g. around enforcement of speed restrictions on the water);
- Projects with marinas, holiday parks or other locations where high density of users and boat activity in particular locations;
- Projects to improve visitor facilities at sites – particularly those aimed at providing for local recreational use (e.g. dog walking, exercise) – where they can absorb more visitors without recreation

impacts. Examples could include litter bins, viewpoints, dog bins, dog washing stations, off-lead exercising facilities, etc.

- Roost protection measures;
- Breeding bird protection measures (fencing, signage etc).

- 4.13 Most of these kinds of projects will need to be undertaken by relevant landowners and site managers. Many will be relatively opportunistic in that they might depend on circumstance. For example, flooding or storm events may result in the need to replace infrastructure (fencing, paths etc) and this could provide scope to upgrade some elements. Changes in ownership or in staff may lead to different management options. Other funding sources may lead to new projects and drive change, creating opportunities for additional measures that have a mitigation benefit. One key driver for change will be the Beneficial Use of Dredged Sediments (BUDS) and also managed realignments which will create new areas of habitat that have potential to draw birds and people.
- 4.14 It is therefore not possible to define a complete list of local projects within this strategy that can be relied on as mitigation. Appendix 1 provides an overview of local project ideas and opportunities around the Essex coast. These are indicative ideas only that were generated during a series of workshops in September 2025, with locally based staff (from a range of organisations) working around the Essex coast, including Bird Aware Essex staff. The appendix is not exhaustive and some of the projects and ideas may not necessarily be feasible or work as mitigation.
- 4.15 As the ranger team spends time on the ground and the project builds momentum with partners, the project list can be refined and specific proposals developed. The strategy provides funding on an annual basis for locally based projects. This funding will provide the flexibility and scope to allow relevant stakeholders and organisations to be able to bid for funds for small scale projects that have a clear mitigation benefit and fit with the strategy. Equally it will be possible for the Bird Aware Essex team to work with local parties on the ground to assist in developing ideas and implementing work on the ground.
- 4.16 The governance and detail of any such funding to stakeholders would need to be set out and agreed by the RAMS Steering Group and Project Board to ensure funds are appropriately authorised. This will also ensure that the funding does provide mitigation benefit and ensure good geographic

coverage. Strategic oversight will also ensure necessary monitoring is in place.

Evolution of SAMM and monitoring

- 4.17 The SAMM measures are able to shift and adapt with time, which is essential given likely changes at the sites, for example with respect to climate change. Ranger time can be focussed as appropriate and project funds can be directed to where they are needed through the locally-based projects. Engagement, for example through social media, provides further opportunity to reinforce messaging and influence behaviour in a targeted and dynamic way.

- 4.18 Monitoring will play an important role in supporting the strategy and mitigation delivery (ensuring mitigation is sufficient and keeping pace with housing growth). Data will be important to highlight changes in access, pick-up emerging trends and flag where new issues emerge. Mitigation delivery in terms of ranger time, levels of engagement and some ecological data will be important to inform future updates to the strategy. Some monitoring data will be useful to show how measures have worked, providing case studies and examples of successful interventions and best practice for others to adopt. Sharing these successes will be important to capacity building and the long-term success of the mitigation. Given the wide range of sites, range of issues and types of access, consistent and systematic data gathering will be a challenge. A monitoring strategy is therefore necessary (and costed within the SAMM measures) to ensure monitoring is integrated into mitigation delivery and the right data are collected to inform action on the ground.

- 4.19 Looking to the future, working with volunteers provides an opportunity to expand the work of the ranger team. Volunteers could act as ambassadors and potentially undertake tasks such as showing people birds, handing out information and so on. Some other bird disturbance mitigation projects involve extensive use of volunteers (e.g. Plovers in Peril on the Norfolk coast), where volunteers help with both engagement and with monitoring. By involving volunteers in monitoring there is the potential to raise understanding and appreciation of the bird interest among local people, which can then feed through into the engagement with other visitors.

- 4.20 There are also some clear risks to working with volunteers; influencing people's behaviour is difficult and the ranger team are carefully selected and receive considerable training. Any volunteer network would require

considerable effort to build, maintain and support, with training, rotas, equipment, transport and similar – meaning a need for greater staff input (e.g. a volunteer coordinator) to make sure it works. There may be a need to vet volunteers to minimise risks of reputational damage. As such, the potential use and role of volunteers requires careful review, consideration and resourcing. Volunteers certainly do not provide a cheap panacea and alternative to dedicated rangers. As such it is best that the ranger team is the focus in the short term and the role of volunteers is reviewed, with the scope to incorporate them into the mitigation delivery in the medium term.

- 4.21 Close working with relevant stakeholders and other mitigation schemes around the country will also be important. This will ensure the Bird Aware Essex team are aware of local issues, familiar with best practice, aware of the latest research, able to learn from others and share information across organisations.

Table 3: Overview of SAMM measures

Mitigation measure	Description	Justification	Notes
Delivery Manager	Full time post managing ranger team and providing overall steer for mitigation delivery and link to partners, stakeholders, planners etc. Role also proving strategic links and wider policy work/liaison	Manager post key to ensuring smooth delivery and oversight of implementation	Already established and post extended to cover in-perpetuity
Ranger team leaders (2 posts)	Ranger team leader post with responsibility for co-ordinating team, oversight of rotas, ensuring cover for holidays, sickness etc., health & safety oversight, transport logistics etc. Two posts to allow for a northern team and southern team.	Rangers are a cornerstone of the mitigation. Leaders necessary to ensure coverage and co-ordinate work	Ranger team already established. Expansion necessary
Rangers (6 full-time, 3 seasonal)	Ranger team expanded and key function is patrolling on the European sites and directly engaging with visitors to those sites.	Rangers are a cornerstone of the mitigation.	Ranger team already established. Expansion necessary
Vehicles and other resources for rangers	Running costs for vehicle and any other travel costs, plus resources to cover equipment needed by team (trail cameras for nest monitoring, temporary signage etc.)	Budget required for transport and operational work. A dedicated vehicle has benefit in providing additional branding.	Bird Aware Essex branding necessary to ensure vehicle is eye-catching
Dog project staffing costs	1 post, fte	Staff costs to build project. Dog walkers main user group to influence and one with biggest impact	Post would be a dog specialist ranger post
Dog project resources	Running costs for events etc	Budget required for transport and operational work	
Communications Officer staffing costs	Mitigation relies on effective behaviour change through communication of key messages - focused, specialist work on	Budget required for operational work, targeted comms planning, campaigns,	

Mitigation measure	Description	Justification	Notes
	social media, press, newsletters. Running campaigns relating to wildlife photography, drones, watersports etc.	social media, newsletter and promotional/networking opportunities.	
Comms costs	Costs to cover resources for comms post in terms of campaign material, images, expenses etc	Comms work may need to buy in specialist design and support, for example graphics, images etc. Budget also covers campaign launches, printing and updates to the website	
Production of monitoring strategy & monitoring support	Consultancy support to work with the BA team and stakeholders to design monitoring programme and recording to cover data collection by ranger team, other relevant data (e.g. volunteer surveys), reporting protocols and report production	Will ensure monitoring is conducted efficiently and data available to feed into mitigation delivery	
Monitoring and data staffing costs	Budget for dedicated staff member to implement monitoring strategy, potentially covering targeted ecological monitoring, regular vehicle counts across area, automated counters, data collection by rangers while on site etc	Data important to help hone mitigation, target resources and pick up any changes/emerging trends	Will cover resources to collate data from a range of different sources, including surveys and automated counters.
Monitoring resources	Budget to cover commission of specific surveys where needed (e.g. vehicle counts) and purchase of equipment (automated visitor counters) etc. Dependent on monitoring strategy	Data important to help hone mitigation, target resources and pick up any changes/emerging trends	
Visitor survey	Visitor survey to cover all European sites and surrounding GI (SANGs etc) at 5 year intervals	Provides data on changing use patterns, demographics, visitor numbers and visitor origins.	Repeat surveys of a selection of locations in line with work undertaken in 2024. Details to be set out in monitoring strategy

Mitigation measure	Description	Justification	Notes
Education/community engagement officer	Full-time post undertaking work with schools including schools visits and attending events	Education lead able to go into schools and community events (fetes etc), working directly with children in local communities to raise awareness with young people	
Resources for schools and events	Budget to cover resources for education work	Education/community engagement officer will need props and resources when visiting schools etc	
Engagement material for holiday parks etc.	Project targeting holiday parks, caravan sites etc with resources to develop material such as packs, leaflets, signage designs etc.	Wide range of holiday parks around coast, many providing cabins etc available for use all year round. Some with slip ways, boat storage etc.	Project could initially start by working with small group of sites to understand what might work. Potential for incentives such as help gaining environmental certifications or accreditation alongside promotion of wildlife around coast, responsible access etc.
Site-specific projects	Flexible funding for range of local and site specific projects	Workshops identified a wide range of possible projects that would have significant mitigation benefit but need to be subject to more detailed proposals and costings	Potential to create a small project fund to help deliver mitigation. Delivery manager and Bird Aware team would work with local partners to develop ideas and suggest opportunities

5. Off-site green infrastructure & SANG

- 5.1 Off-site green infrastructure and Suitable Alternative Natural Greenspaces (SANG) relate to additional greenspace, aimed at deflecting visitors away from the European sites (for example providing locations that welcome dog walking). These are widely used around the country to provide mitigation alongside SAMM measures and are positive measures in that they provide additional space for recreation. In many areas, such as around Ashdown Forest, the Exe Estuary, the Dorset Heaths and the Thames Basin Heaths SANGs have become popular destinations in their own right providing a popular and well-used resource for local communities. SANG, where applicable, can also fulfil a range of other functions, including biodiversity net gain and flood management.
- 5.2 There is a growing evidence base on the effectiveness of SANGs in coastal locations (e.g. Caals, Panter and Liley, 2022) and looking ahead there is a need to provide greater clarity about the level of SANG provision required from different developments in Essex and clear guidance on what SANG should look like and how it should work.
- 5.3 Development proposals within the Zone of Influence are required to contribute to the Essex Coast RAMS to address the in combination recreational impacts arising from growth across the region. However, applicants should also be aware that some schemes may give rise to alone impacts on designated European sites that are not fully addressed through the strategic RAMS measures. Where project level assessment identifies the potential for significant effects in isolation, additional, bespoke mitigation may be necessary to ensure compliance with the Habitats Regulations. In such cases, the provision of Suitable Alternative Natural Greenspace (SANG) or other targeted mitigation should be considered to avoid adverse effects on site integrity.
- 5.4 Broadly, developments that are 500+ dwellings are most likely to have alone impacts on the European sites, however development proposals for far fewer dwellings in close proximity to the designated site boundary will also pose particular risks. Any development that has impacts alone may be required to provide additional mitigation through the provision of SANG and will need to consult with Natural England.

- 5.5 Additional information about SANGs in Essex will be set out in an additional planning guidance note that will supplement this strategy. The additional guidance will cover the role of SANG in addition to a RAMS contribution, when SANGs might be required and how SANGs fit with the RAMS. Developers should consult this guide in addition to this strategy to ensure they are meeting their planning obligations.

6. Implementation

Types of development covered

- 6.1 This strategy applies to any future development that results in a net increase in residential units (i.e. Use Class C3) located within the identified Zone of Influence (ZOI).
- 6.2 Although primarily focussed on C3 residential development, this strategy also applies to other residential or overnight accommodation, that may give rise to recreational impacts on European Sites and therefore trigger Likely Significant Effects (LSEs). Table 4 lists the development types where LSEs are expected, or may be expected.
- 6.3 For the development types listed in Table 4, this strategy provides a consistent and effective mechanism to secure mitigation for in-combination recreational impacts arising from net new development within the ZOI. Where appropriate, and supported by project level HRA, the RAMS tariff may also be applied to other forms of development beyond C3 dwellings, to ensure recreational impacts are fully addressed.
- 6.4 Developments not listed in the table, but which may also trigger likely significant effects include, but are not limited to:
 - Hotels (C1) – including boarding and guest houses;
 - Tourism attractions (F1, Sui Generis).

Table 4: Relevant types of development

Use Type/Class	Likely Significant Effect	Mitigation requirements
Dwelling Houses (C3) including live work units <i>This applies to net new dwellings and excludes like for like replacement dwellings.</i>	Yes	Contribution per dwelling
Houses in Multiple Occupation (C4/Sui Generis)	Yes	Contribution per bedroom (based on C3 per dwelling contribution)*
Residential Institutions (C2/C2A) Sheltered accommodation, extra-care, nursing homes, hospitals and secure institutions.	Possibly, will be considered on a case-by-case basis dependant on mobility/independence of residents and proximity to European Sites. This generally excludes high dependency and end of life care.	Contribution per dwelling or justified reduced rate based on bedspaces (2.46 bedspaces = 1 dwelling)
Residential Institutions (C2/ Sui Generis) Schools, colleges or training centres and Student Accommodation	Possibly, will be considered on a case-by-case basis. If a training centre or college has associated adult accommodation where residents/occupants can visit the European Sites.	Contribution based on bedspaces (2.46 bedspaces = 1 dwelling)*
Gypsy and Traveller Pitches / Plots (Sui Generis) Net new temporary or permanent pitches	Yes	Contribution per pitch/plot
Caravan, chalet, touring and static holiday sites (Sui Generis)	Likely LSE, especially where located within 1.5 km of the coast	Contribution per unit/pitch (equivalent to per-dwelling rate)

* Some Local Planning Authorities apply a discounted rate, and it is advised to check with local guidance and the Supplementary Planning Guidance for more information

- 6.6 While residential development represents the primary source of recreational pressure, other land uses can also create significant impacts on European sites - particularly those involving overnight accommodation, high visitor turnover, or public recreational use. Any type of new overnight accommodation within 1.5 km (approximately a 15 minute walk) of the Essex coast, for example, is likely to give rise to recreational disturbance and therefore require mitigation.
- 6.7 For C3 residential development, contributions will be calculated on a per-unit basis. However, this approach may not be directly applicable to other forms of development, such as tourist accommodation or visitor attractions.
- 6.8 For development types not falling within the standard per dwelling tariff model, the potential for LSEs must be assessed through project level

Habitats Regulations Assessment (HRA) and advice sought from Natural England where necessary, and any required mitigation confirmed through appropriate assessment. Where recreational impacts cannot be ruled out, the RAMS tariff may be used as an appropriate and proportionate mitigation measure for 'in-combination' impacts, including for hotels, holiday parks, other overnight accommodation and tourist attractions. Proposals that are deemed to have 'alone' impacts will require additional bespoke mitigation. In such cases, payment of the RAMS tariff covers residual impacts.

- 6.9 Project-level HRA for tourist attraction and hotel related proposals will need to take into account both the type of use and its proximity to European sites. For example, a business focused hotel in Chelmsford city centre is unlikely to generate the same recreational pressure as dog friendly holiday accommodation located adjacent to a designated site. Each proposal will therefore need to be assessed on a case-by-case basis to determine whether LSEs are likely and whether additional mitigation is required to address 'alone' impacts.
- 6.10 Further detail on development types covered and the application of tariffs and bedspace calculations will be provided within Supplementary Planning Guidance. Developers should refer to this guidance, alongside the Essex Coast RAMS, to ensure all planning obligations and HRA requirements are fully met.

Zone of Influence and the area covered by the strategy

- 6.11 The Zone of Influence is shown in Map 5. This is the established Zone of Influence, which was originally derived separately for each SPA and then merged, with values for each separate SPA ranging from 4.5 to 22km (see Table 4.4 in Place Services / Essex County Council, 2018). Recent postcode data from the 2025 visitor survey (Rush et al., 2025) is included on the map for context and demonstrates that the zone works to capture the majority of visitors and remains fit for purpose.

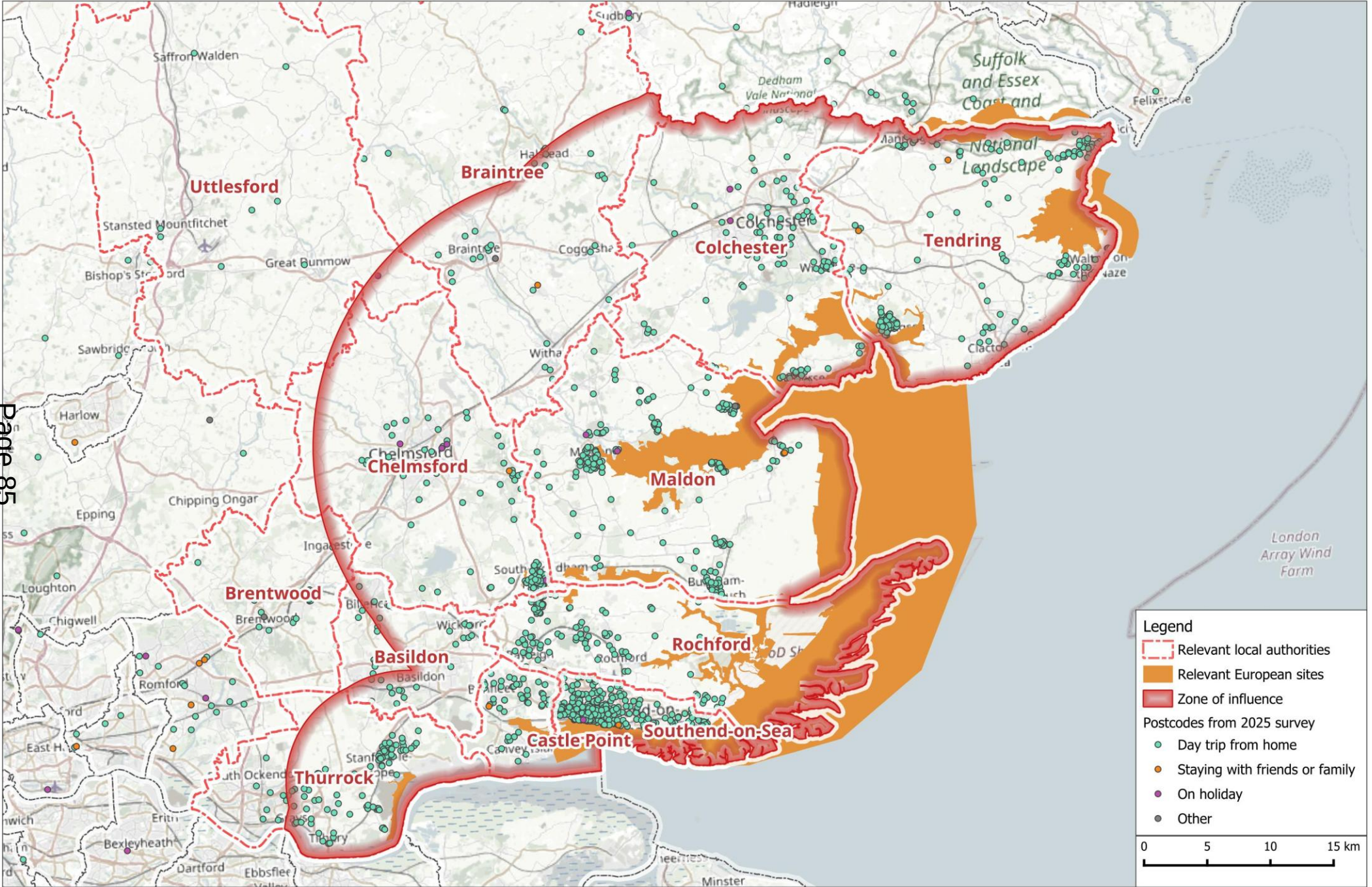
HRA matters and other assessment considerations

- 6.12 This strategy does not replace the requirement for HRA in relation to recreational impacts at plan or project level. Instead, it provides a mechanism to provide mitigation to support appropriate assessment and addresses the cumulative effects of recreation across a wide area. For most development types and locations, conformity with the strategy will

potentially allow a conclusion of no adverse effect on site integrity in respect of recreational pressure. In some cases, the strategic mitigation delivered through the RAMS may not however be sufficient. Developments in particularly sensitive locations—such as those immediately adjacent to European sites—may require additional, bespoke mitigation measures beyond the RAMS tariff. These will need to be identified and secured through project level HRA. As such the strategy does not remove the need to consider whether individual developments may also give rise to impacts alone.

- 6.13 It should also be noted that the strategy does not address other potential impact pathways, such as air quality or water quality, which must be considered separately where relevant to European sites. It should also be noted that recreation impacts to SSSI features may not necessarily be covered by the mitigation strategy (if those features are not qualifying features of the European sites). These may warrant separate consideration and mitigation in their own right.

Map 5: Zone of Influence and interviewee postcodes from visitor survey



Scale of future development

- 6.14 Around 148,309 new dwellings have been estimated as coming forward in future local authority plans and requiring mitigation. This total is broken down by authority in Table 5. The estimates take into account each authority's local plan housing requirement and discounts a proportion of the homes which are unlikely to make a fee contribution to the RAMS. This step removes homes which are already permitted or would be complete by the base date (April 2026). To keep the calculation simple, no discount was made for non-qualifying types of residential or lapse rates. Full details of how the different totals have been derived are provided in Appendix 2.
- 6.15 The estimates are therefore intended as an approximate guide and derived as a snapshot at a particular point in time. They may not necessarily be an accurate representation of future development. They are however sufficient to determine the scale of mitigation likely to be required and therefore to allow a tariff to be set.
- 6.16 In 2025 there were approximately 609,786¹² residential dwellings within the Zone of Influence shown in Map 5. The estimate of 148,309 new dwellings would therefore represent a 24% increase in the amount of housing within the Zone of Influence.

Table 5: Summary of housing growth potentially requiring mitigation, by authority (see Appendix 2 for further details). Note stage of plan preparation reflects a snapshot at the time of writing

LPA	Stage of Plan Preparation	Plan Period	Potential housing requiring mitigation
Basildon	Reg 18 Local Plan	2023-2043	21,667
Braintree	Reg 18 Local Plan Review – March 2026	2026-2041	11,493
Brentwood	Adopted 2022, Call for sites - Reg 18 2026	2026-2042	3,060
Castle Point	Plan was submitted for Examination in January 2026	2026-2043	5,457
Chelmsford	Reg 19 Local Plan Review, Submission 2026	2022-2041	19,755
Colchester	Reg 18 Local Plan Review - December 25	2026-2042	16,435
Maldon	Exploring options to transition into the new plan-making system in 2026	2023-2043	9,521
Rochford	Reg 18 consultation February – March 2026	2023/24 - 2042/43	12,456

¹² Total extracted from national postcode data and relates to the residential delivery points per postcode within the Zone of Influence.

LPA	Stage of Plan Preparation	Plan Period	Potential housing requiring mitigation
Southend	Preferred Approach Consultation 2025, Reg 18 summer 2025	2025-2050	25,444
Tendring	Reg 18 Preferred Options consultation	2025 – 2042	12,851
Thurrock	Local Plan Initial Proposals, Reg 19 2026	2024-2044	10,170
Uttlesford	Full Council in March 2026 to be invited to adopt the Local Plan	2021-2041	0
Total			148,309

Costs per new dwelling

- 6.17 The total cost of SAMM measures is estimated to be £72,594,500 (see Appendix 3 for details). Per dwelling costs are set out below, calculated using the housing growth figures from Table 5. Costs for SAMM will be adjusted to take into account any reserves held by the partnership at the point at which the new strategy supersedes the previous one, giving a cost per new dwelling of £475.70.

Total cost SAMM:	£72,594,500
Approx. RAMS monies held by accountable body ¹³ :	£2,043,416.31
Estimate of number of houses needing mitigation:	148,309
Cost per new dwelling:	£475.70

- 6.18 The tariff will be further adjusted on an annual basis to take into account RPI Index linked inflation, any administrative costs and any other adjustments necessary. Housing growth will also be monitored and taken into account as part of future adjustments.

¹³ This figure includes RAMS tariff held by the Accountable Body, and the interest accrued on held funds to date

Long term delivery and in-perpetuity costs

- 6.19 Mitigation is secured for the duration of the impact, and it is assumed the implementation of the mitigation will run for as long as it is required, with money set aside to provide long-term stability and in-perpetuity delivery. The strategy will operate on a rolling basis into the future, adjusting as necessary to changing levels of house building and impacts arising. The inclusion of in-perpetuity costs is one of the factors behind the increase in tariff compared to the previous strategy.
- 6.20 Some measures in this strategy are short-term, one-off measures while others need to run for many years, often extending well outside the Plan period. Changes to access infrastructure, the provision of any SANGs (which are secured indefinitely) alongside the increased awareness raising and education work should ensure that the need and annual cost for SAMM can decrease with time. As behaviour change (such as responsible dog ownership) is more widely accepted, high levels of ranger time may no longer be so relevant. It will be important for regular review and revision of costs as necessary to adjust the amount set aside for long term funding of mitigation measures. As such, SAMM is unlikely to need to be constant over time. The measures have been costed for in perpetuity (taken to be a minimum of 80 years, see Appendix 3). Costs and timing can however be reviewed and adjusted on a 5 yearly basis, allowing resources to be targeted different as necessary. Where measures are short-term or one-off, such as small infrastructure projects, it is anticipated that further short-term or one-off measures in different locations around the coast would come forward in later years of the strategy and the costs are therefore spread over an 80 year period.

Governance

- 6.21 There is already an established approach to the governance and implementation of the Essex Coast RAMS via the Essex Coast RAMS Partnership, which consists of local authorities, Essex County Council, conservation organisations, landowners and statutory bodies. The partnership is governed by a project board and the RAMS steering group whose activities are underpinned by a Partnership Agreement. The Essex Coastal Forum (ECF) a members led forum that discuss and recommend action on coastal issues provides democratic oversight on the project. In addition, one of the partner authorities is nominated as the Accountable

Body for the project and are responsible for holding the RAMS funds from developments that have commenced across Essex and for providing the financial procedures and protocols in its management. They also act as the Lead Institution and employ the RAMS Delivery Manager and project rangers, the 'Bird Aware Essex Team', who are responsible for co-ordinating and delivering the mitigation on the ground.

- 6.22 Figure 3 sets out the governance roles and arrangements of the Essex Coast RAMS implementation and its Partnership.
- 6.23 There is flexibility in the structure to allow for additional working groups to be established to support the implementation of the Essex coast RAMS, such as the RAMS Delivery and Technical Group, a group of landowners and land managers, technical and specialist people that provide relevant coastal expertise, knowledge, experience and on the ground direction / support to the Bird Aware Essex Coast team.
- 6.24 It will be important, looking forward, that there is flexibility and regular review as to how the contributions are spent and to assess the scope and nature of any necessary future mitigation projects. It will be essential that the mitigation delivery can respond to change and shifting priorities. There is uncertainty as to how priorities might need to change in the future, and such uncertainty can only be addressed through good monitoring, adaptive mitigation and regular review.
- 6.25 The need for flexibility will relate to the changing coastline and the impact of extreme weather events which could affect the qualifying features, visitor behaviour and the coastline itself. The King Charles III England Coast Path will also provide new opportunities for access and may change how people use the coast. Changes in housing delivery may affect how much mitigation revenue is collected and the scale of mitigation required.
- 6.26 Certain elements within the mitigation package have the scope to adapt and flex as conditions and priorities change. Furthermore, it is possible that additional opportunities may arise, for example as a result of changing land ownership. It is important therefore that the governance is responsive enough to enable developer contributions to be shifted to different components of the strategy easily. Annual reviews of budgets and the ability for the Delivery Manager to adjust finances as appropriate will be key.
- 6.27 The partnership also highlight the importance of the various delivery partners, for example site managers and other staff in the RSPB, Essex

Wildlife Trust, the National Trust, Essex County Council and Natural England. It is essential for the RAMS Delivery Manager to work with such organisations on the Essex coast RAMS delivery.

- 6.28 Additional flexibility could be accommodated within the structure for relevant stakeholders and organisations to bid for small amounts of money for particular projects that have a clear mitigation benefit and fit with the strategy. The governance and detail of such an arrangement would need to be set out and agreed by the RAMS Steering Group and Project Board to ensure proper governance arrangements are put in place beforehand.

Review and timing

- 6.29 The strategy will operate indefinitely on a rolling basis, with this version running to around 2031. The strategy has, however, been written in the context of local plans and the likely levels of growth to around 2045. The strategy will need to be reviewed and updated approximately every 5 years, with these reviews checking housing numbers, delivery, costs and mitigation priorities. The reviews will inform the 1 year and 5-year business plan that underpins the work of the partnership and their staff.

Essex Coast RAMS Governance

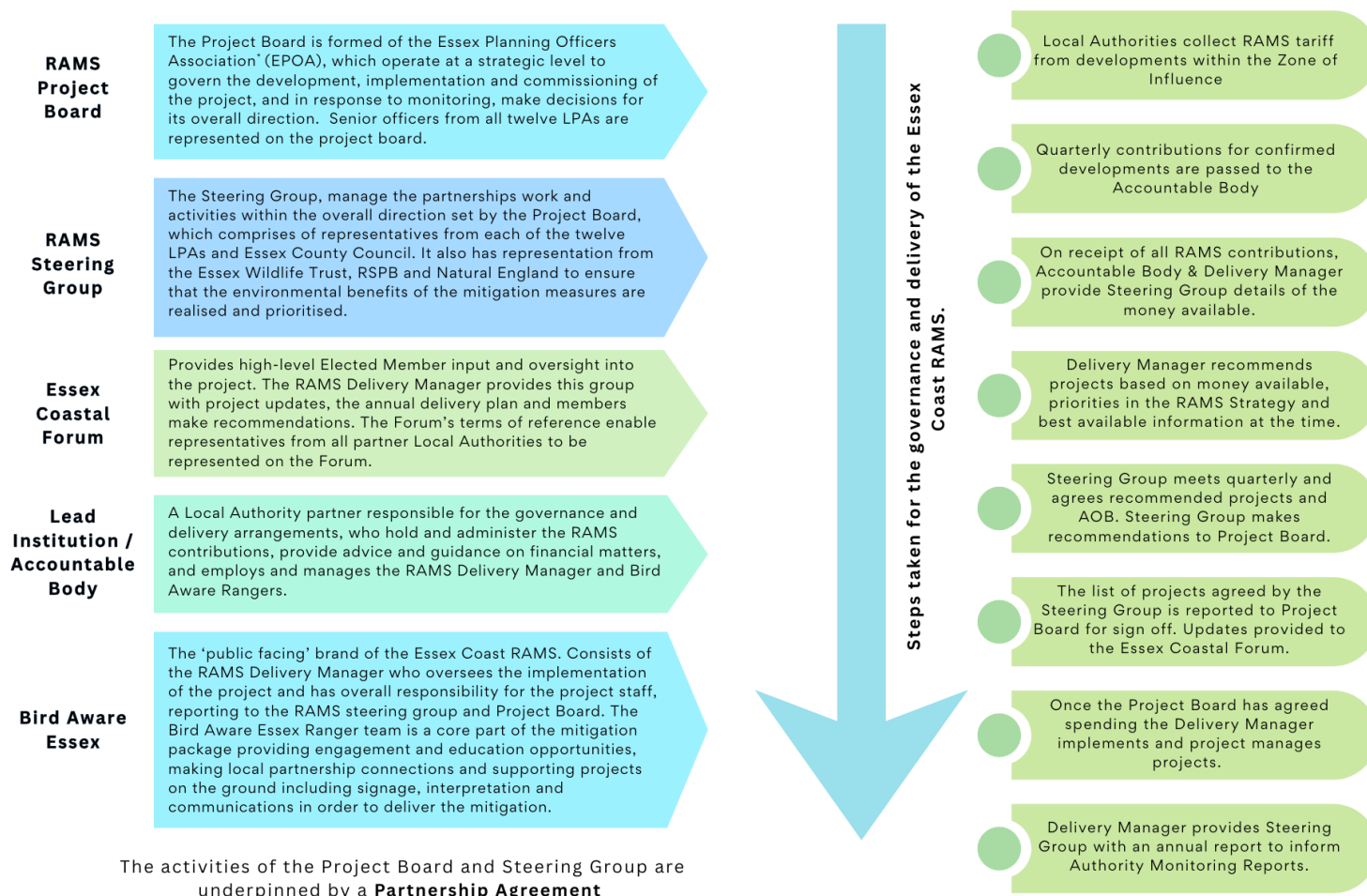


Figure 3: Summary of governance structure

References

- Alchin, E.A., 1997. Vegetation dynamics following management burning of lowland heath. University of Liverpool, Liverpool.
- Anderson, P., 1986. Accidental moorland fires in the Peak District: A study of their incidence and ecological implications. Peak Park Joint Planning Board, Bakewell.
- anon, 2017. Spreading like wildfire. *Nature Climate Change* 7, 755.
<https://doi.org/10.1038/nclimate3432>
- Baker, J., D'Antonio, A., Monz, C., Taff, D., Rice, W.L., Newton, J., Newman, P., Miller, Z.D., Freeman, S., 2021. What's 'SUP' with paddlers? Integrating spatial, social, and ecological data to understand behavior among paddlesport users at a popular lake destination. *Applied Geography* 135, 102531.
<https://doi.org/10.1016/j.apgeog.2021.102531>
- Banks, P.B., Bryant, J.V., 2007. Four-legged friend or foe? Dog walking displaces native birds from natural areas. *Biology Letters* 3, 611–613.
<https://doi.org/10.1098/rsbl.2007.0374>
- Bateman, I.J., Harwood, A.R., Abson, D.J., Andrews, B., Crowe, A., Dugdale, S., Fezzi, C., Foden, J., Hadley, D., Haines-Young, R., Hulme, M., Kontoleon, A., Munday, P., Pascual, U., Paterson, J., Perino, G., Sen, A., Siriwardena, G., Termansen, M., 2014. Economic Analysis for the UK National Ecosystem Assessment: Synthesis and Scenario Valuation of Changes in Ecosystem Services. *Environ Resource Econ* 57, 273–297. <https://doi.org/10.1007/s10640-013-9662-y>
- Bates, C., Moles, K., 2022. Bobbing in the park: wild swimming, conviviality and belonging. *Leisure Studies* 0, 1–13.
<https://doi.org/10.1080/02614367.2022.2085774>
- Bavin, D., Crowley, S., Bissel, C., Twena, M., Heard, M., 2025. Paws for Thought: towards environmentally friendly dog walking in the UK. RENEW.
- Beveridge, L., Cheater, S., Davidson, N., Senapati, S., 2024. Compilation and Review of Evidence Leading to SANG and SAMM Provision (No. RP04518). Report by Lepus for Natural England.
- Bourne, W.R.P., Smith, A.J.M., 1974. Threats to Scottish sandwich terns. *Biological Conservation* 6, 222–224. [https://doi.org/10.1016/0006-3207\(74\)90075-5](https://doi.org/10.1016/0006-3207(74)90075-5)
- Bragg, R., Atkins, G., 2016. A review of nature-based interventions for mental health care. Natural England Commissioned Reports, Number 204.
- Brambilla, M., Rubolini, D., Guidali, F., 2004. Rock climbing and Raven *Corvus corax* occurrence depress breeding success of cliff-nesting Peregrines *Falco peregrinus*. *Ardeola* 51, 425–430.
- Brawn, J., Robinson, S., Thompson III, F., 2001. The role of disturbance in the ecology and conservation of birds. *Annual review of Ecology and Systematics* 32, 251–276.
- Brown, A.C., Grice, P., 2005. *Birds in England*. T.A.D. Poyser, London.

- Cavalli, M., Baladrón, A.V., Isacch, J.P., Biondi, L.M., Bó, M.S., 2016. Differential risk perception of rural and urban Burrowing Owls exposed to humans and dogs. *Behavioural Processes* 124, 60–65. <https://doi.org/10.1016/j.beproc.2015.12.006>
- Chapman, C., Tyldesley, D., 2016. Functional linkage: How areas that are functionally linked to European sites have been considered when they may be affected by plans and projects – a review of authoritative decisions (Natural England Commissioned Report No. NECR207). Natural England.
- Dasgupta, P., 2021. *The Economics of Biodiversity: The Dasgupta Review*. HM Treasury, London.
- Day, B.H., 2020. The Value of Greenspace Under Pandemic Lockdown. *Environ Resource Econ* 76, 1161–1185. <https://doi.org/10.1007/s10640-020-00489-y>
- De Frenne, P., Cougnon, M., Janssens, G.P.J., Vangansbeke, P., 2022. Nutrient fertilization by dogs in peri-urban ecosystems. *Ecological Solutions and Evidence* 3, e12128. <https://doi.org/10.1002/2688-8319.12128>
- Denning, L., Pugh, M., Pitts, V., Dynamic Dunescape partners, 2024. *The Sand Dune Managers Handbook*. Version 2. (No. LIFE17 NAT/UK/000570; HG-16-08643). Dynamic Dunescape (DuneLIFE) project.
- Denton, J., Groome, G., 2017. Dogs and ponds: a case study from Headley Heath. *Conservation Land Management* 15, 4–8.
- Edgar, P., 2002. The effects of public access on amphibians and reptiles. an assessment of the potential effects of increased public access due to the introduction of the countryside and rights of way act 2000. CCW Contract Science, Bangor.
- Fernandez-Juricic, E., Jimenez, M.D., Lucas, E., 2001. Alert distance as an alternative measure of bird tolerance to human disturbance: implications for park design. *Environmental Conservation* 3, 263–269.
- Garthe, S., Flore, B.-O., 2007. Population trend over 100 years and conservation needs of breeding sandwich terns (*Sterna sandvicensis*) on the German North Sea coast. *J Ornithol* 148, 215–227. <https://doi.org/10.1007/s10336-007-0123-7>
- Gómez-Serrano, M.Á., 2021. Four-legged foes: dogs disturb nesting plovers more than people do on tourist beaches. *Ibis* 163, 338–352. <https://doi.org/10.1111/ibi.12879>
- Goss-Custard, J.D., West, A.D., Yates, M.G., Caldow, R.W.G., Stillman, R.A., Bardsley, L., Castilla, J., Castro, M., Dierschke, V., Durell, S.E.A.L.V.D., Eichhorn, G., Ens, B.J., Exo, K.-M., Udayangani-Fernando, P.U., Ferns, P.N., Hockey, P.A.R., Gill, J.A., Johnstone, I., Kalejta-Summers, B., Masero, J.A., Moreira, F., Nagarajan, R.V., Owens, I.P.F., Pacheco, C., Perez-Hurtado, A., Rogers, D., Scheiffarth, G., Sitters, H., Sutherland, W.J., Triplet, P., Worrall, D.H., Zharikov, Y., Zwarts, L., Pettifor, R.A., 2006. Intake rates and the functional response in shorebirds (Charadriiformes) eating macro-invertebrates. *Biol Rev Camb Philos Soc* 81, 501–529. <https://doi.org/10.1017/S1464793106007093>
- Groome, G., Denton, J., Smith, P., 2018. The impact of dogs on the environment. In *Practice* 12–16.
- Harris, S., 2023. Beware the dog: the ecological and environmental impacts of pet dogs. *British Wildlife* 34, 487–496.

- Hill, D., Hockin, D., Price, D., Tucker, G., Morris, R., Treweek, J., 1997. Bird disturbance: Improving the quality and utility of disturbance research. *Journal of Applied Ecology* 34, 275–288.
- Hockin, D., Ounsted, M., Gorman, M., Hill, D., Keller, V., Barker, M.A., 1992. Examination of the effects of Disturbance on birds with reference to its importance in Ecological Assessments. *Journal of Environmental Management* 36, 253–286.
- Jolly, W.M., Cochrane, M.A., Freeborn, P.H., Holden, Z.A., Brown, T.J., Williamson, G.J., Bowman, D.M.J.S., 2015. Climate-induced variations in global wildfire danger from 1979 to 2013. *Nat Commun* 6, 1–11. <https://doi.org/10.1038/ncomms8537>
- Kondo, M.C., Oyekanmi, K.O., Gibson, A., South, E.C., Bocarro, J., Hipp, J.A., 2020. Nature Prescriptions for Health: A Review of Evidence and Research Opportunities. *International Journal of Environmental Research and Public Health* 17, 4213. <https://doi.org/10.3390/ijerph17124213>
- Lafferty, K.D., 2002. Human disturbance of shorebirds on California beaches. USGS.
- Lee, A.C.K., Maheswaran, R., 2011. The health benefits of urban green spaces: a review of the evidence. *J Public Health* 33, 212–222. <https://doi.org/10.1093/pubmed/fdq068>
- Liley, D., Caals, Z., 2024. Severn Estuary Recreation Mitigation Strategy 2024 - 2029 (No. 681). Footprint Ecology / Stroud DC.
- Liley, D., Lake, S., Underhill-Day, J., Sharp, J., White, J., Hoskin, R., Cruickshanks, K., Fearnley, H., 2010. Welsh Seasonal Habitat Vulnerability Review. Footprint Ecology / CCW.
- Liley, D., Lock, L., Brown, A., Scott, J., Legg, W., 2021. Beach-nesting Ringed Plovers and their conservation in England. *British Wildlife* 33, 157–165.
- Liley, D., Panter, C., Saunders, P., Caals, Z., 2023. Initial review of the effectiveness of the Bird Aware Solent strategy (No. 711). Report by Footprint Ecology for Bird Aware Solent.
- Liley, D., Saunders, P., Rush, E., 2023. Review of the likelihood of impacts on breeding birds around the Solent from increasing recreational disturbance from new housing (No. 772). Footprint Ecology / Bird Aware Solent.
- Liley, D., Sutherland, W.J., 2007. Predicting the population consequences of human disturbance for Ringed Plovers *Charadrius hiaticula*: a game theory approach. *Ibis* 149, 82–94. <https://doi.org/doi:10.1111/j.1474-919X.2007.00664.x>
- Lowen, J., Liley, D., Underhill-Day, J., Whitehouse, A.T., 2008. Access and Nature Conservation Reconciliation: supplementary guidance for England.
- Mallik, A., Gimingham, C., Rahman, A., 1984. Ecological effects of heather burning I; Water infiltration, moisture retention and the porosity of the soil surface. *Journal of Ecology* 72, 633–644.
- Maltby, E., Legg, C.J., Proctor, M.C.F., 1990. The ecology of severe fire on the North York Moors|: effects of the 1976 fires, and subsequent surface and vegetation development. *Journal of Ecology* 79, 490–518.
- Mansoor, S., Farooq, I., Kachroo, M.M., Mahmoud, A.E.D., Fawzy, M., Popescu, S.M., Alyemeni, M.N., Sonne, C., Rinklebe, J., Ahmad, P., 2022. Elevation in wildfire frequencies with respect to the climate change. *Journal of Environmental Management* 301, 113769. <https://doi.org/10.1016/j.jenvman.2021.113769>

- Marion, J.L., Leung, Y.-F., Eagleston, H., Burroughs, K., 2016. A Review and Synthesis of Recreation Ecology Research Findings on Visitor Impacts to Wilderness and Protected Natural Areas. *J for* 114, 352–362. <https://doi.org/10.5849/jof.15-498>
- Medeiros, R., Ramos, J.A., Paiva, V.H., Almeida, A., Pedro, P., Antunes, S., 2007. Signage reduces the impact of human disturbance on little tern nesting success in Portugal. *Biological Conservation* 135, 99–106.
- Miller, G., Miles, J., 1984. Moorland management: A study of Exmoor. Institute of Terrestrial Ecology, Banchory.
- Morgan, L., Protopopova, A., Birkler, R.I.D., Itin-Shwartz, B., Sutton, G.A., Gamliel, A., Yakobson, B., Raz, T., 2020. Human–dog relationships during the COVID-19 pandemic: booming dog adoption during social isolation. *Humanit Soc Sci Commun* 7, 1–11. <https://doi.org/10.1057/s41599-020-00649-x>
- Panter, C., Liley, D., 2017. Tourist use of the Exe Estuary, Dawlish Warren and East Devon Heaths (No. 268). *Footprint Ecology / East Devon DC & Teignbridge DC*.
- Panter, C., Liley, D., 2016. Distribution of key bird species and access infrastructure along the Essex Coast Special Protection Areas (No. 308). *Footprint Ecology / Natural England*.
- Perkins, R., Barron, L., Glauser, G., Whitehead, M., Woodward, G., Goulson, D., 2024. Down-the-drain pathways for fipronil and imidacloprid applied as spot-on parasitocides to dogs: Estimating aquatic pollution. *Science of The Total Environment* 917, 170175. <https://doi.org/10.1016/j.scitotenv.2024.170175>
- Perkins, R., Whitehead, M., Civil, W., Goulson, D., 2021. Potential role of veterinary flea products in widespread pesticide contamination of English rivers. *Science of The Total Environment* 755, 143560. <https://doi.org/10.1016/j.scitotenv.2020.143560>
- Perkins, R., Whitehead, M., Civil, W., Goulson, D., 2020. Potential role of veterinary flea products in widespread pesticide contamination of English rivers. *Science of The Total Environment* 143560. <https://doi.org/10.1016/j.scitotenv.2020.143560>
- Peters, K.A., Otis, D.L., 2007. Shorebird roost-site selection at two temporal scales: is human disturbance a factor? *Journal of Applied Ecology* 44, 196–209. <https://doi.org/10.1111/j.1365-2664.2006.01248.x>
- Pienkowski, M.J., 1984. Breeding biology and population dynamics of Ringed Plovers *Charadrius hiaticula* in Britain and Greenland: nest predation as a possible factor limiting distribution and time of breeding. *Journal of the Zoological society of London* 202, 83–114.
- Place Services / Essex County Council, 2018. Essex Coast Recreational disturbance Avoidance and Mitigation Strategy (RAMS) 2018-2038.
- Ratcliffe, N., Schmitt, S., Mayo, A., Tratalos, J., Drewitt, A., 2008. Colony habitat selection by Little Terns *Sternula albifrons* in East Anglia: implications for coastal management. *Seabird* 21, 55–63.
- Ravenscroft, N., Parker, B., Vonk, R., Wright, M., 2008. Disturbance to waterbirds wintering in the Stour-Orwell estuaries SPA. Suffolk Coasts and Heaths Unit.
- Rebolo-Ifrán, N., Grilli, M.G., Lambertucci, S.A., 2019. Drones as a Threat to Wildlife: YouTube Complements Science in Providing Evidence about Their Effect. *Environmental Conservation* 46, 205–210. <https://doi.org/10.1017/S0376892919000080>

- Rérat, P., 2021. The rise of the e-bike: Towards an extension of the practice of cycling? *Mobilities* 16, 423–439. <https://doi.org/10.1080/17450101.2021.1897236>
- Richardson, M., Cormack, A., McRobert, L., Underhill, R., 2016. 30 Days Wild: Development and Evaluation of a Large-Scale Nature Engagement Campaign to Improve Well-Being. *PLOS ONE* 11, e0149777. <https://doi.org/10.1371/journal.pone.0149777>
- Ross, K., Liley, D., Austin, G., Clarke, R.T., Burton, N.H., Stillman, R.A., Cruickshanks, K., Underhill-Day, J., 2014. Housing development and estuaries in England: developing methodologies for assessing the impacts of disturbance to non-breeding waterfowl. Footprint Ecology, unpublished report for Natural England.
- Rowell, H., 2020. Definition of Favourable Conservation Status for Little Tern *Sternula albifrons*. Natural England.
- Rush, E., Liley, D., Panter, C., 2025. Essex Coast RAMS Visitor Survey 2025 (No. 837). Report by Footprint Ecology for Bird Aware Essex.
- Showler, D., 2010. What is the impact of public access on the breeding success of ground-nesting and cliff-nesting birds (Systematic Review; completed review report No. CEE 05-10). Collaboration for Environmental Evidence, Bangor University.
- Sommer, K., 2020. Holidays at home - Camping and glamping as a part of domestic tourism: An overview and analysis of camping (and in particular luxury camping) as an alternative form of domestic tourism in the time of the coronavirus (Working Paper No. 6/2020). IUBH Discussion Papers - Tourismus & Hospitality.
- Steven, R., Pickering, C., Guy Castley, J., 2011. A review of the impacts of nature based recreation on birds. *Journal of Environmental Management* 92, 2287–2294. <https://doi.org/10.1016/j.jenvman.2011.05.005>
- Sutherland, W.J., Alves, J.A., Amano, T., Chang, C.H., Davidson, N.C., Max Finlayson, C., Gill, J.A., Gill, R.E., González, P.M., Gunnarsson, T.G., Kleijn, D., Spray, C.J., Székely, T., Thompson, D.B.A., 2012. A horizon scanning assessment of current and potential future threats to migratory shorebirds. *Ibis* 154, 663–679. <https://doi.org/10.1111/j.1474-919X.2012.01261.x>
- Tantram, D., Boobyer, M., Kirby, J., 1999. Monitoring heathland fires in Dorset: Phase 2. Report to DETR, Northampton.
- Tavener, J., 1965. Observations on breeding sandwich and common terns. *British Birds* 58, 5–9.
- Taylor, E.C., Green, R.E., Perrins, J., 2007. Stone-curlews *Burhinus oedicephalus* and recreational disturbance: developing a management tool for access. *Ibis* 149, 37–44. <https://doi.org/10.1111/j.1474-919X.2007.00645.x>
- Tratalos, J.A., Jones, A.P., Showler, D.A., Gill, J.A., Bateman, I.J., Sugden, R., Watkinson, A.R., Sutherland, W.J., 2021. Regional models of the influence of human disturbance and habitat quality on the distribution of breeding territories of common ringed plover *Charadrius hiaticula* and Eurasian oystercatcher *Haematopus ostralegus*. *Global Ecology and Conservation* 28, e01640. <https://doi.org/10.1016/j.gecco.2021.e01640>
- van der Kolk, H.-J., Ens, B.J., Oosterbeek, K., Jongejans, E., van de Pol, M., 2022. The hidden cost of disturbance: Eurasian Oystercatchers (*Haematopus ostralegus*)

avoid a disturbed roost site during the tourist season. *Ibis* 164, 437–450.
<https://doi.org/10.1111/ibi.13035>

Whitfield, D.P., Ruddock, M., Bullman, R., 2008. Expert opinion as a tool for quantifying bird tolerance to human disturbance. *Biological Conservation* 141, 2708–2717.

Wilcox, C., Seville, E.V., Hardesty, B.D., 2015. Threat of plastic pollution to seabirds is global, pervasive, and increasing. *PNAS* 112, 11899–11904.
<https://doi.org/10.1073/pnas.1502108112>

Glossary

Competent authority: A body authorising, permitting or giving consent. This can include a public body that decides to give a licence, permit, consent or other permission for work to happen, adopt a plan or carry out work for itself;; a statutory undertaker carrying out its work; a minister or department of government, or anyone holding public office, such as a planning inspector, ombudsman or commissioner.

EiP: Examination in Public. the final independent assessment of a local council's development plan before it can be formally adopted.

European site: A site protected by the Conservation of Habitats and Species Regulations 2017 as amended (known as the Habitats Regulations).

Green infrastructure: A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.

Habitats Site: Any site which would be included within the definition at regulation 8 of the Conservation of Habitats and Species Regulations 2017 for the purpose of those regulations, including candidate Special Areas of Conservation, Sites of Community Importance, Special Areas of Conservation, Special Protection Areas and any relevant Marine Sites.

HRA: Habitats Regulations Assessment. A legal assessment process conducted by a competent authority to determine if a plan or project will adversely affect the integrity of a protected European site

LNRS: Local Nature Recovery Strategy. A statutory system of 48 spatial strategies covering the entire region of England, designed to reverse biodiversity decline.

Local plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community, under the Town and Country Planning (Local Planning) (England) Regulations 2012. A local plan can consist of either strategic or nonstrategic policies, or a combination of the two.

MCCA: Mayoral Combined County Authority

RAMS: Recreational disturbance Avoidance and Mitigation Strategy

Ramsar site: Wetlands of international importance, designated under the 1971 Ramsar Convention.

Reg 18: Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012 is the initial statutory stage of public consultation in the local plan-making process.

Reg 19: Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012 defines the pre-submission stage of a Local Plan, where the final proposed plan is published for public consultation before submission to the Secretary of State.

SAC: Special Area of Conservation. Areas defined by regulation 3 of the Conservation of Habitats and Species Regulations 2017 which have been given special protection as important conservation sites.

SANG: Suitable Alternative Natural Greenspace. New or enhanced greenspace, aimed at deflecting visitors away from the European sites and creating more space for recreation

SAMM: Strategic Access Management and Monitoring measures. Mitigation measures targeting behaviour change and visitor management measures on and around a European site.

SPA: Special Protection Area. Areas classified under regulation 15 of the Conservation of Habitats and Species Regulations 2017 which have been identified as being of international importance for the breeding, feeding, wintering or the migration of rare and vulnerable species of birds.

SSSI: Site of Special Scientific Interest. Sites designated by Natural England under the Wildlife and Countryside Act 1981.

Sui Generis: buildings that do not fall within any particular use class for the purposes of planning permission

Zone of Influence: Area within which likely significant effects are triggered by new development and mitigation therefore required.

Appendix 1: Potential opportunities for site specific projects and opportunities

Potential opportunities for more site-specific projects were identified in a series of workshops hosted in September 2025. Opportunities are listed below and the numbers cross-reference to the corresponding map (see Maps 6 - 9 at the end of this Appendix). The opportunities listed are not intended to be exhaustive and neither do they reflect any specific commitment or firm proposal for any location. Many are suggestions only and will require further work by partners and Bird Aware Essex before the level of mitigation benefit can be confirmed.

Stour Estuary and Hamford Water

1 - Scope for ranger focus and engagement at launch points (note that point falls within Suffolk and has already been identified as a potential Suffolk Coast RAMS project location by Wildlife Wise).

2 - Potential to monitor EWT Hogmarsh Island for water users and disturbance.

3 - Scope for ranger focus and engagement on the Manningtree seawall – busy location used by dog walkers. Additional scope for signage & engagement in the nearby library and town, including installation of a leaflet box.

4 - Potential to enhance existing signage near Mistley at Manningtree Beach bathing area and engage with water-based activities in this area. Note that Wildlife Wise have also identified this location as a launch site for paddleboards and kayaks within the Suffolk Coast RAMS and have suggested the implementation of a range of signage/interpretation and/or guidance.

5 - Scope for continued ranger focus and engagement at Hopping point and where Mistley Walls road runs parallel to the estuary. The Mistley walls frontage towards Manningtree (from point 4) is a key engagement location, with dog focussed engagement also warranted here.

6 - Scope for engagement with pop-up camp site.

7 - Scope for ranger focus and engagement at private access/launch point. Raised by NE that they are concerned about disturbance from watercraft. Note that Wildlife Wise have also identified this location as a launch site for windsurfers and paddleboards within the Suffolk Coast RAMS and have suggested the implementation of a range of signage/interpretation and/or guidance.

8 & 9 - Scope for screening installation and signage between the two points to protect small roost, although note steps for beach hut access. Clarification of land ownership along this stretch of beach would also be beneficial. A people counter is already in place at Wrabness but may need upgrading at some point.

10 - Scope for ranger focus and engagement with land/business owners and holidaymakers/beach hut occupiers between Stone Point and Wrabness Point. Note also identified as such by Wildlife Wise in the Suffolk Coast RAMS.

11 - Potential to increase ranger coverage and update interpretation signage at Wrabness Nature Reserve, working with EWT. Also scope to undertake bird disturbance study to inform mitigation.

12 - Scope for engagement/promotional material targeting holidaymakers Wrabness Community Shop (by station): opportunity to engage with tourists/promotional material.

13 - Scope for (infrequent) dog-focussed pop-up events at Stour Woods. Site is part of a circular walking route, has a public car park, and is currently leafleted. Maybe also SANG potential (although note SSSI status).

14 - Potentially update RSPB signage at Copperas Creek and target ranger focus/engagement with kayakers and small boat users.

15 - Scope for engagement with seal boat trip operators running from Ha'penny Pier and with those undertaking the ferry crossing. The latter would benefit from a joined-up approach with Wildlife Wise on the Suffolk coast and the National Landscapes team.

16 - Scope for engagement with training providers on boating lake.

17 - Scope for ranger focus and engagement at public launch ramp used by jet skis.

18 - Scope for ranger focus, engagement, and increased signage at West End Lane car park (main access point).

19 - Compensatory habitat creation (via BUDS¹⁴?) already planned near Dovercourt. Comprises a good launch point and would benefit from increased ranger focus/engagement.

20 - Potential to install/update existing signage, carry out engagement, and install screening at Dovercourt Holiday Park, targeting unofficial access routes across

¹⁴ Beneficial Use of Dredged Sediment project

saltmarsh. Note current concerns around Planning Consent conditions placed on the caravan site not being adhered too.

21 - Already a proposed compensatory habitat location and location of a new (lowered below seawall) Public Right of Way around inland of site. Also scope for signage and temporary (breeding season) fencing between points 18 and 19, which would require permission from the wildfowlers.

22 - Scope for continued ranger focus and engagement, or ideally signage and closing of access, at breeding/roost locations at the sensitive Irlam's Beach. Note that this is a very controversial area linked to proposed compensatory habitat at Bathside Bay.

23 - Scope for long-term support for water-based engagement/presence at Hamford Water, building on existing relationships, which would require boat access (currently provided via Tendring water officer)

24 - Scope for ranger focus and engagement at Beaumont Quay car park; sea wall facilitates access to rest of the coast.

25 - Potential to monitor EWT Skipper Island for water users and disturbance: an important roost site.

26 - Scope to ensure longevity of safe roost areas on Horsey Island via the use of BUDS.

27 - Potential ranger support/funding for summer wardens at Horsey Island Little Tern colony and ranger focus/engagement in winter at the important high tide roost.

28 - Scope for ranger focus and engagement (and signage?) at Stone Point.

29 - Scope to ensure longevity of safe roosting and breeding areas at Stone Point via the use of BUDS.

30 - Potential for fencing and engagement around entire spit area to protect breeding birds whilst maintaining access for local people.

31 - The Naze: key area for engagement across the day (car park, three cafes, etc). Also scope to work with schools or education groups and EWT, potentially including production of a dedicated education pack.

32 - Scope for engagement/ranger focus at Titchmarsh Marina, including with seal boat trip operators.

33 - Scope for engagement/ranger focus/signage at key access points for kite surfers along Island Lane and paralleling Quay Lane in Kirkby-le-Soken.

Blackwater and Colne Estuaries

34 & 35 - Circular walk around Howlands Marsh NR - currently inaccessible and protected for birds but with new UK Coast Path this area will be accessible during the summer. Will also include St Osyth Creek – scope to benefit from better engagement with Bird Aware ranger presence from the beginning. Shrangri-la Caravan Park is now designated for homes so potential for increased disturbance in this area – would benefit from advance signage and liaison with Essex Highways re: access. Also, an important opportunity to undertake monitoring before housing is built/progressed and before the coast path is opened, to measure the impact of both and target subsequent management.

36 - Designated water ski area up Brightlingsea Creek (past Cindery Island) towards Flag Creek; scope for engagement with private club.

37 - Colne Point seawall/Lee-over-Sands; disturbance from antisocial behaviour, quad bikes, and scramblers on the nature reserve. Suggestion that concrete bollards are being installed by resident's group, but Bird Aware influence may also be needed in the future.

38 - Brightlingsea Creek; Share our Shore signs have been effective here and closed one of the desire lines (would be great to replicate elsewhere) alongside ranger provision. Colchester City Council has jurisdiction on the River Colne rather than the Brightlingsea Harbour Master (who only manages Brightlingsea Creek).

39 - Scope for engagement with the caravan parks.

40 - Disturbance by people walking across to Sandy Point; a very popular area with watersports. The creek is silting up, giving bridging access from Point Clear – a future concern calling for wider discussion and engagement with landowners to de-silt or identify other options to manage access. Scope to continue ranger presence on site for detailed beach-nesting bird monitoring, visitor engagement, and recreational disturbance reductions.

41 - Sandy Point (Colne Point) has the largest Ringed Plover and beach-nesting Oystercatcher populations – previous Bird Aware presence/signage at Point Clear was effective. The site is nearly joining up with Point Clear as a result of sediment deposition. Scope to continue the Share Our Shores project, with seasonal support, volunteers during the breeding season, better signage, improved fencing, and disturbance monitoring. Site would also potentially benefit from the zonation of seasonal access.

42 - Popular location for people to drop anchor and access the beaches, swim, etc. Existing signs advise not to stray to other areas, but need to be more obvious. Scope for 'interactive maps' – directing people to good places/encouraged for activities and identifying areas to avoid.

43 - Scope to work with the harbour master around speed restrictions and enforcement on the water. Could include buoys and engagement on the water, alongside potential resourcing of enforcement teams.

44 - Ferry Landing; watersports access point, although many people also access from the adjacent holiday park. Potential for summer signage about nesting birds and/or temporary fencing on the spit guiding walkers along a particular route to avoid nesting birds.

45 - Desire line here down to the salting/shoreline by existing sign. Opportunity to close it off.

46 - Scope to update signage by railway line (replace damaged Natural England signs).

47 - Scope to update signage in this area.

48 - Place services grant fund in place to excavate a Tudor fort – would benefit from discussion around timing and reducing disturbance. EA are also doing repairs in this area. Opportunity for future engagement, either when the works are finished or whilst it's happening (could include a story trail linked in with Bird aware, engagement alongside the Country Park, and signage across the site). Scope also for improved paths and dog-focussed engagement.

49 - Scope for targeted engagement with commercial dog walkers at Cudmore Grove Country Park. The second car park is also used by dog walkers and could benefit from engagement and signage (potentially including a community noticeboard). Also potential to identify circular routes to draw people away from certain areas at different times of year around Cudmore Grove Country Park, deflecting them from the beach/sea wall.

50 - Scope for engagement with the caravan park. Also, a launch point, so potential to target watersports too.

51 - Arlesford Lodge; water and beach access points, beach access would benefit from increased signage and ranger presence.

52 - Scope to increase buoys and signage (e.g. speed limited) for boats and other watercraft near Arlesford Creek, potentially working with the Harbour Master, as most of the disturbance in this area is water-based.

53 - Wivenhoe down to Arlesford Creek; launch points and jet ski's – scope for increased signage and ranger presence.

54 - Potential for signage and engagement at footpath by Wivenhoe Sailing Club.

55 - Potential for signage and engagement at moorings at Rowhedge.

56 - Potential for signage for jet skis/watercraft at managed realignment at Fingringhoe Wick EWT Reserve.

57 - Pyefleet Channel; seals loafing at the saltmarsh at this point (towards the Strood), with boats travelling to see them from Brightlingsea and elsewhere – scope for water-based engagement (limited onshore access).

58 - Waldegraves Farm Caravan Park; water sports launch point. Scope for signage, as well as engagement with the caravan park and watersports community.

59 - Shingle island located 200m offshore from Waldegraves Holiday Park is important for waders and gulls, terns, etc. It's currently a handy point to paddle out to from the holiday park. Scope to reduce landing and disturbance to the birds using the island via engagement and signage.

60 - Drones and kite surfers launch from West Mersea and cause disturbance around Old Hall Marshes and Tollesbury Wick; scope for engagement. Also scope to add bird information to Bathing Water signage at West Mersea Beach.

61 - Tom & Teds dog walking area on the Strood greenspace; scope for engagement with dog walkers/owners.

62 & 72 - (Route runs between) Feldy Marshes; there will be increased access via the coast path when it opens, running all the way to Salcott - opportunity for engagement. Would potentially be beneficial to include Bird Aware messaging on coast path signage/interpretation.

63 - Hammerhead Jetty is owned by Colchester City Council and is a public launch point; scope for engagement/signage.

64 - West Mersea Yacht Club owns/operates the moorings; opportunity for engagement/communications.

65- Packing Shed Marsh Trust; scope to provide continued support and engagement opportunities (note that this would require water-based access).

66 - Cob Marshes; good population of breeding waders and winter roost site. Scope for continued support and engagement opportunities.

67 - Old Hall Marshes; scope to extend and continue the work already being undertaken by Bird Aware (potentially with additional volunteer support), with planned work for next autumn. Seasonal ranger roles work well, but accessibility routes need to be considered. The combination of Share our Shores messaging, habitat creation, and the work of Bird Aware have all led to increases in on-site Ringed Plover activity and lowered levels of disturbance. Note that access across the site may require the use of an off-road vehicle, with associated time/costs associated with purchase/hire and staff training (one off cost per ranger renewed every 3 years).

68 - Copt Hall (National Trust); scope for Bird Aware Essex Coast to work with the Trust, potentially via signage and dog-focussed engagement in the site car park.

69 - Scope for engagement along seawall. Would potentially be beneficial to include Bird Aware messaging on coast path signage/interpretation. Potential to support current and future BUDS island creation in this area and provide dedicated ranger time.

70 - Disturbance from boats landing, anglers, low helicopters. Opportunity for a water-based ranger (or water-based access for the Bird Aware Essex Coast team) and scope to identify refuge areas. All islands within the Blackwater (e.g. Little Cob, Great Cob, etc.) have many roosting/wintering birds and monitoring would be beneficial here. A new BUDS location is also planned in the vicinity, with advance engagement with water users (concerning the importance of the new habitat for birds and requests not to land there) potentially also proving beneficial.

71 - Abbots Hall Farm Nature Reserve will have an access point resulting from the opening of the UK Coast Path. It's likely that there will be no dog access into the farm, but the coast path will allow dogs – scope for ranger presence and visitor management, including signage and interpretation. A people counter is already in place here but may need upgrading at some point.

73 - Kayaks, stand-up paddleboards, and drones visit Old Hall Creek, although it's unclear where they are launching from. The whole area is important for birds, as it's usually relatively quiet. Also scope for engagement in the nearby Tollesbury Marina.

74 - Lauriston Farm and Goldhanger Creek area: potentially key location for engagement with both landowners and site users, and also important for birds. Scope for signage and targeted engagement with dog walkers on sea wall, with some potential scope for screening (although at a difficult location).

75 - Goldhanger pub; scope for engagement and important for birds.

76 - Osea Seawall also an important roost site towards Goldhanger, with scope for ranger stationing and patrols.

77 - Possible launch point; scope for ranger present and signage, etc.

78 - Osea Road Caravan Park & Heybridge Basin; scope for engagement at both. Note that the park is being extended which may lead to an increase in people accessing the seawall and estuary – need to consider future engagement.

79 - New BUDS project by roost at Northey Island. Would benefit from working alongside the National Trust to undertake monitoring and/or engagement with people on the water, with potential to enforce no landings.

80 - Planned enlargement at Osea Caravan Park; may affect Osea Island roost.

81 - Heybridge Basin and Gravel Pits likely comprise functionally linked land; scope for engagement with landowners about usage (although noted to be potentially contentious) and update of existing interpretation materials.

82 - Maldon Council funds the role of River Bailiff on the Blackwater. Scope for Bird Aware to support the service, which would be beneficial in the event of BUDS-related habitat creation.

83 - Promenade Park: key engagement location with potential for improved interpretation and dog-focused engagement.

84 - Northey Causeway; scope for renewed engagement and signage (although issues with vandalism) on access to the causeway, in partnership with the National Trust. Focus on Promenade Park also, as the main access point towards the causeway.

85 - Maylandsea is a popular site for boat and watercraft launches; scope for engagement. A people counter is already in place here but may need upgrading at some point.

86 - Steeple Point; popular for boat launching and watercraft – scope for engagement. Jet ski access from the slipway is also an issue which may benefit from targeted interventions, including partnering with the caravan park and council, alongside enforcement.

87 - St Lawrence supports intertidal seagrass (an SAC feature) subject to restoration activities; opportunity to ensure ongoing protection.

88 - Caravan park is subject to ongoing restoration works and will likely be busier in the future – would benefit from comms links, engagement, and partnership working. The location is an important access point for water-based activities, with scope for targeted visitor and landowner engagement.

89 - The slipway near the caravan park is likely to be more frequently used in the future. Also scope for engagement at rejuvenating saltmarsh area alongside Promenade Way.

90 - Opportunity for engagement with marina.

91 - Scope for engagement with Outdoor Essex at Bradwell Marina, alongside signage for paddlecraft at slipways, etc.

Dengie & Crouch and Roach Estuaries

92 - Scope for signage/ranger point at public car park near Bradwell Power Station.

93 - Opportunity to check for antisocial behaviour (e.g. off-road bikes), install barriers, or support landowners/liase with police.

94 - Scope for signage to deter people walking out to the wader roost. Protection also of breeding birds, potentially including temporary fencing. Some monitoring along this stretch may also prove beneficial to allow for adaptive management/adjustment of the site-based approach.

95 - Potential for engagement with the Church of England and community settlement to the north re: info about birds/disturbance at St Peter's Chapel, with scope to install signage at the latter.

96 - Scope to install a new people counter at St Peter's Chapel car park and update the existing signage.

97 - Scope to reduce promotion/deter cyclists along the Dengie coastline – cyclists are not legally allowed along sea wall/public footpaths in this area already.

98 - Shell Bank; nesting site for Little Tern – scope for signage and additional monitoring.

99 - Potential paddlecraft launch point; scope for engagement with the landowner, alongside possible ranger presence and signage.

100 - Potential to work with local websites/operators to promote certain routes (hiking is currently promoted near Montsale).

101 - Potential paddlecraft launch point & angling location; scope to engage with the landowner, alongside possible ranger deployment and signage.

102 - Scope to engage with local landowners about access to the east of Burnham-on-Crouch.

- 103 - Scope for engagement with the new owners of the Wallasea Island foot ferry (potentially signage/info on ferry).
- 104 - Riverside Park; scope for engagement with dog walkers, with an aspiration to keep use within the park and off the intertidal area – possible SANG potential also.
- 105 - Scope for engagement with yacht clubs/marina at Burnham-on-Crouch.
- 106 - Creeksea launch area with road access; potential engagement point/liaison with landowners.
- 107 - Marina south of Althorne station; scope for community engagement and leafleting/engagement with visitors to the Crouch vineyards.
- 108 - Scope for engagement with the Bridgemarsh Island Trust (wildfowlers) and Crouch Harbour Master re: jet skis in the creeks.
- 109 - Blue House Farm; scope for providing information for dog walkers, including keeping out of waterbodies, reedbeds, and important bird areas.
- 110 - Blue House Farm; scope to engage in monitoring of low tide access, in terms of disturbance risk. Would also likely prove useful at a couple of other locations along the Crouch.
- 111 - Blue House Farm; potential to support grazing and lambing and roll out engagement alongside robust fencing to target dog attacks and related disturbance. Also scope for volunteer involvement seasonal support potential.
- 112 - Scope for engagement with yacht haven/marina/sailing club near Stow Creek.
- 113 - Stow Creek high tide roost; potential to maintain a watching brief.
- 114 - Potential for interpretation boards and bird hide in the future at Marsh Farm Country Park along footpath near the roost area.
- 115 - Opportunity to protect islands around wader roost (Clements Green Creek – Marsh Farm Country Park).
- 116 - Scope to institute speed restrictions/signage around Clements Green Creek for water-based access.
- 117 - Kayak/paddleboard launch point directly from housing near to Clements Green Creek; scope for engagement/signage.
- 118 - Opportunities for fencing to protect fields from access at Marsh Farm Country Park, particularly during winter months.

119 - Scope to support Marsh Farm Country Park with engagement and signage, particularly around dogs.

120 - Scope for (ongoing) engagement with local community and the Town Council at South Woodham Ferrers.

121 - Potential to engage with the Harbour Master/water police/community to reduce issues with jet skis.

122 - Scope for engagement alongside greenspace area.

123 - Two yacht clubs and water ski club at South Woodham Ferrers; potential engagement opportunity.

124 - Scope for engagement with Eyott Sailing Club.

125 - Woodham Fen wader roost; opportunity to reinstate people counter. A pressure point with Open Access, which adds to its vulnerability. Scope to support EWT here, potentially including increased ranger focus and access infrastructure.

126 - Scope for engagement with Hayes Country Park; residential access directly to the sea wall.

127 - West of Hullbridge and Kendal Park; opportunity to discourage dog access onto the saltmarsh via signage, screening, and engagement.

128 - Hullbridge; potential to upgrade people counter in Kendal Park. Also scope for engagement, signage, and interpretation.

129 – Scope for engagement at jet ski launch site near Hullbridge.

130 - Scope for engagement with the caravan park.

131 - East of Brandy Hole; key area for potential monitoring, as access may change in the future. Also, a (potentially occasional) jet ski launch point, which requires monitoring to confirm.

132 - East of Hullbridge; low levels of use from kayaks etc. Scope to maintain a watching brief.

133 - Lion Creek; narrow with a high risk of disturbance. Scope for ranger provision, screening, and/or signage to reduce disturbance here.

134 - Opportunity to run pop-ups at Wallasea Island with the RSPB, as necessary.

135 - Purdeys Industrial Estate; scope for ranger presence/engagement. There is a large boatyard here that may contain residential and visiting pleasure boats

Benfleet & Southend Marshes, Thames Estuary and Marshes, & Foulness

136 - Likely changes in access to Potton Island (MOD disposing of it); opportunity to maintain a watching brief.

137 - Likely changes in access to Rushley Island (MOD disposing of it); opportunity to maintain a watching brief. Scope to provide site-specific engagement and signage around seagrass with respect to trampling and mooring damage.

138 - Wakering Stairs; roosting waders, but recreational access to the saltmarsh - potential location for Ranger engagement, signage and leaflets. Scope to provide site-specific engagement and signage around seagrass with respect to trampling and mooring damage. There are popular guided walking tours to Foulness island via the Broomway from Wakering Stairs. Also note need for continued engagement with MOD over protection of Foulness SPA.

139 - Scope for engagement with kite surfing community on mudflats by East Beach. Scope to provide site-specific engagement and signage around seagrass with respect to trampling and mooring damage.

140 - Opportunity to produce a visitor management strategy for East Beach and Gunners Park, including focus on dog walkers, kite surfing, bait digging, and cockle digging, whilst ensuring engagement with local stakeholders (such as Coastwatch and Southend Association of Voluntary Services). Scope to provide site-specific engagement and signage around seagrass with respect to trampling and mooring damage.

141 - Increase in tourism (possibly from London) at East Beach via the train station; scope for engagement at the station and with other travel providers (e.g. C2C) and the bus stops around the site.

142 - Opportunity to enhance marker buoys around the accessible area of East Beach.

143 - Scope for additional resources, in terms of council (Bird Aware?) presence along Southend Foreshore.

144 - Near Gog's Berth; scope for jetty engagement with bait diggers, alongside signage and access management.

145 - Scope for engagement with Thorpe Bay Yacht Club.

146 - The car park behind Uncle Tom's Cabin is a key access point and engagement location, including with the members of the kite surfing club and beach hut group.

147 - Opportunities for engagement with organised events (fireworks in winter, runs in summer (e.g. RNLI September fun run), etc).

148 - Mullberry Harbour; running and other groups run over sea grass at low tide, accessing from Thorpe Bay Beach.

149 - Scope to stop the trampling of Eel Grass beds; potential to institute a voluntary non-anchoring zone?

150 - Southend Pier; huge scope for visitor engagement.

151 - Scope for discussions with commercial watersport providers around the entire Southend area.

152 - Scope for engagement with watersports enthusiasts and updated interpretation along Southend foreshore.

153 - Chalkwell/Leigh-on-sea area: scope for general ranger-led engagement and updating of signage, particularly at water sports launch points near café.

154 - Opportunity to support messaging and resources concerning dogs entering the water at Two Tree Island.

155 - Scope to collect data from the foraging community about their access and what they are gathering, with people accessing the saltmarsh. Also scope for signage.

156 - Two Tree Island; opportunity to provide better protection for the borrow dyke, with dogs and people currently entering the water.

157 - Two Tree Island; potential to institute a voluntary non-anchoring zone to protect the sea grass, alongside engagement and provision of better mooring options that don't damage the seabed.

158 - Scope to support EWT and the local authority with signage identifying Two Tree Island as a nature reserve before people access it.

159 - Scope for a redesign of parking to influence visitor movements, alongside a targeted reduction in antisocial behaviour.

160 - Scope for engagement, awareness raising, and signage at Two Tree Island.

161 - Scope for engagement with model aircraft operators flying at Two Tree Island.

- 162 - Potential to create a visitor management strategy for Two Tree Island.
- 163 - Scope for a redesign of parking to influence visitor movements, alongside a targeted reduction in antisocial behaviour.
- 164 - Paddlecraft, swimming and water entry point on slipway; opportunity for guidance, engagement, and signage.
- 165 - Canvey Point; access point to historical roost site. Opportunity to limit access, allow roost to re-establish, and carry out monitoring. The area down towards the seawall at the bottom of the point is also busy and has potential for engagement.
- 166 - Scope for improved signage and engagement (including leaflet boxes) at Canvey Heights Country Park.
- 167 - Jet skis and motorcraft an issue at Hadley Ray Creek; scope to work with the marine police to find the launch point.
- 168 - Scope for a watching brief, make sure the barriers to the lagoon are effective. Monty's Lookout also comprises a potentially useful engagement location.
- 169 - Hadleigh Country Park; scope for engagement with paddleboarders and also potential to create circular routes and SANG.
- 170 - Opportunity for information board (long walks from here to Two Tree Island). A people counter is already in place here but may need upgrading at some point.
- 171 - Opportunity for signage on community buildings and businesses near Thorney Bay.
- 172 - Scope for engagement and ranger focus at Thorney Bay.
- 173 - Scope for engagement with dog walkers and cyclists at Bowers Marsh, alongside installation of a people counter. A key roosting and feeding area at which it may be possible to provide support to the RSPB.
- 174 - Jet skis activity linked to Hadley Ray Creek; opportunity for speeding restrictions and limiting use.
- 175 - Slipway for jet skis at Wat Tyler Park; scope for engagement and signage.
- 176 - Bikes accessing seawall at Fobbing; opportunity to support actions to stop antisocial behaviour.
- 177 - Bikes accessing seawall at Fobbing; opportunity to support actions to stop antisocial behaviour.

178 - Functionally linked land near Great Garlands Farm; opportunity to protect it from development.

179 - Stanford Wharf; scope to restrict off-road vehicle access and raise awareness around nature conservation issues, support improved or additional signage across the site and at access points, and to jointly identify engagement opportunities with the landowner.

180 - Scope to introduce more barriers at Stanford-le-Hope Marshes.

181 - Stanford Wharf; scope to restrict off-road vehicle access and raise awareness around nature conservation issues, support improved or additional signage across the site and at access points, and to jointly identify engagement opportunities with the landowner.

182 - Illegal fishing occurs on the spit onto Mucking Flats; opportunity to control antisocial behaviour.

183 - Thameside Nature Reserve Car Park; potential engagement point for rangers. The second car park at the entrance to the reserve connects with the walking route from Coalhouse Fort and would potentially benefit from engagement, signage, etc.

184 - Opportunity to maintain a watching brief for bird use as the landfill near Mucking Flats is decommissioned.

185 - Scope to support reductions in antisocial behaviour (fires, etc.) near the lake.

186 - Scope to create, promote, and maintain a circular route between Coalhouse Fort and Thameside.

187 - Lagoon; opportunity for engagement and signage.

188 - Scope for ranger focus at Coalhouse Fort, with potential for signage (although issues with permissions due to sensitive nature of the site). Also, a potential engagement location here (in association with the public car park), with on-site facilities, café, etc. and potential scope for dog-focussed activities. Important to note that Council Ranger resources have been reduced on site.

Additional sites and opportunities added after workshop

189 – Hullbridge, potential for signage at access point to the PROW (Dengie & Crouch and Roach Estuaries).

190 – Scope for engagement at Kingsman Point, Brandy Hole Yacht Club and Riverside Café (Dengie & Crouch and Roach Estuaries).

191 - Potential for signage at access point to the PROW to the river, potential for engagement with South Fambridge residents (Dengie & Crouch and Roach Estuaries).

192 - Signage and leaflets at Riverside Village (Dengie & Crouch and Roach Estuaries).

193 - Baltic Wharf Industry Estate and Essex Marina - increased monitoring and potential for engagement here (Dengie & Crouch and Roach Estuaries). Note - There is also a large boatyard here and may contain residential and visiting pleasure boats.

194 – Scope for engagement at Eastend, Paglesham. Visitors to local pub likely to travel down the River Roach (Dengie & Crouch and Roach).

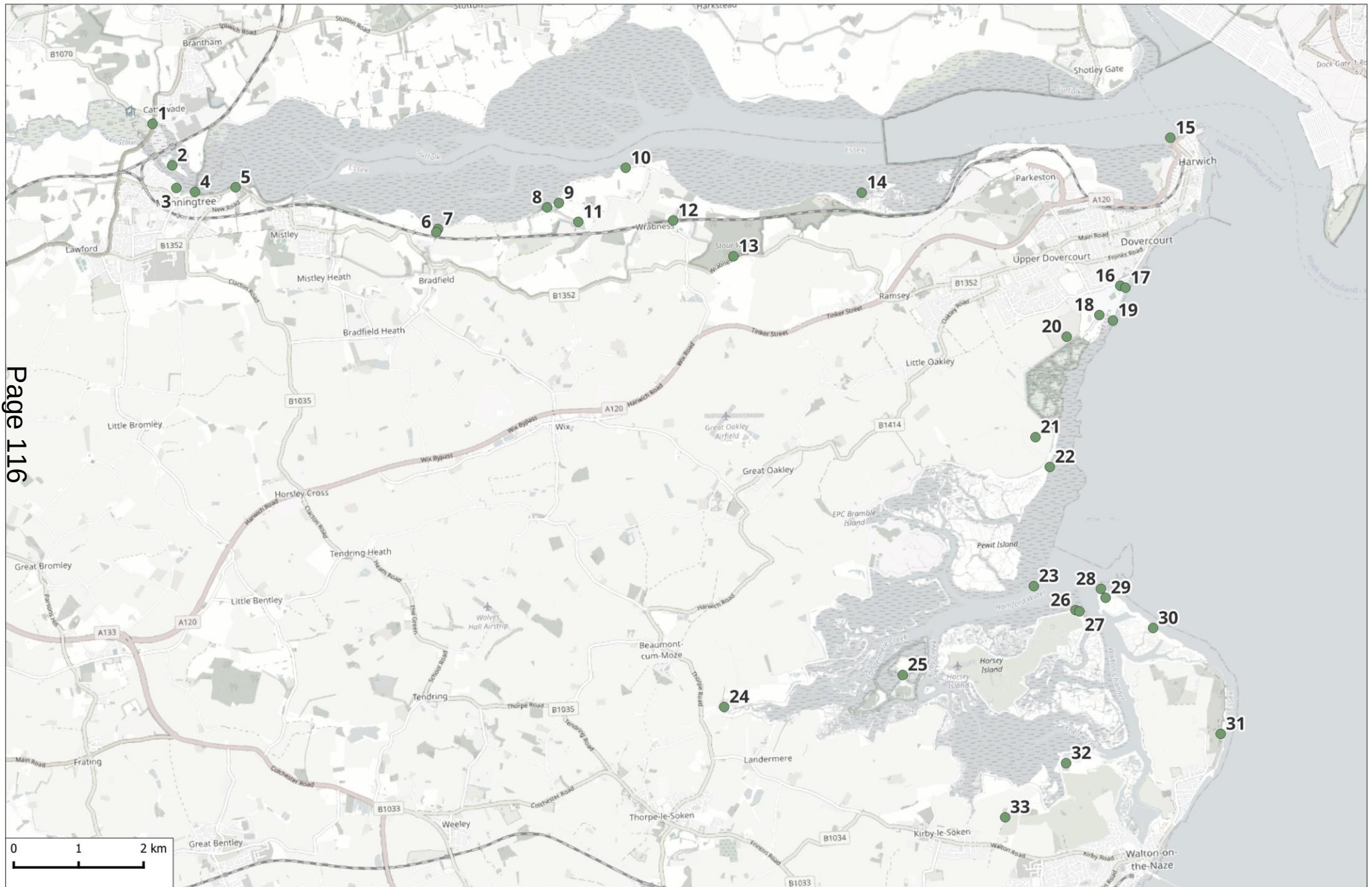
195 - Scope for engagement at Churchend, Paglesham. Visitors to local pub likely to travel down the River Roach (Dengie & Crouch and Roach).

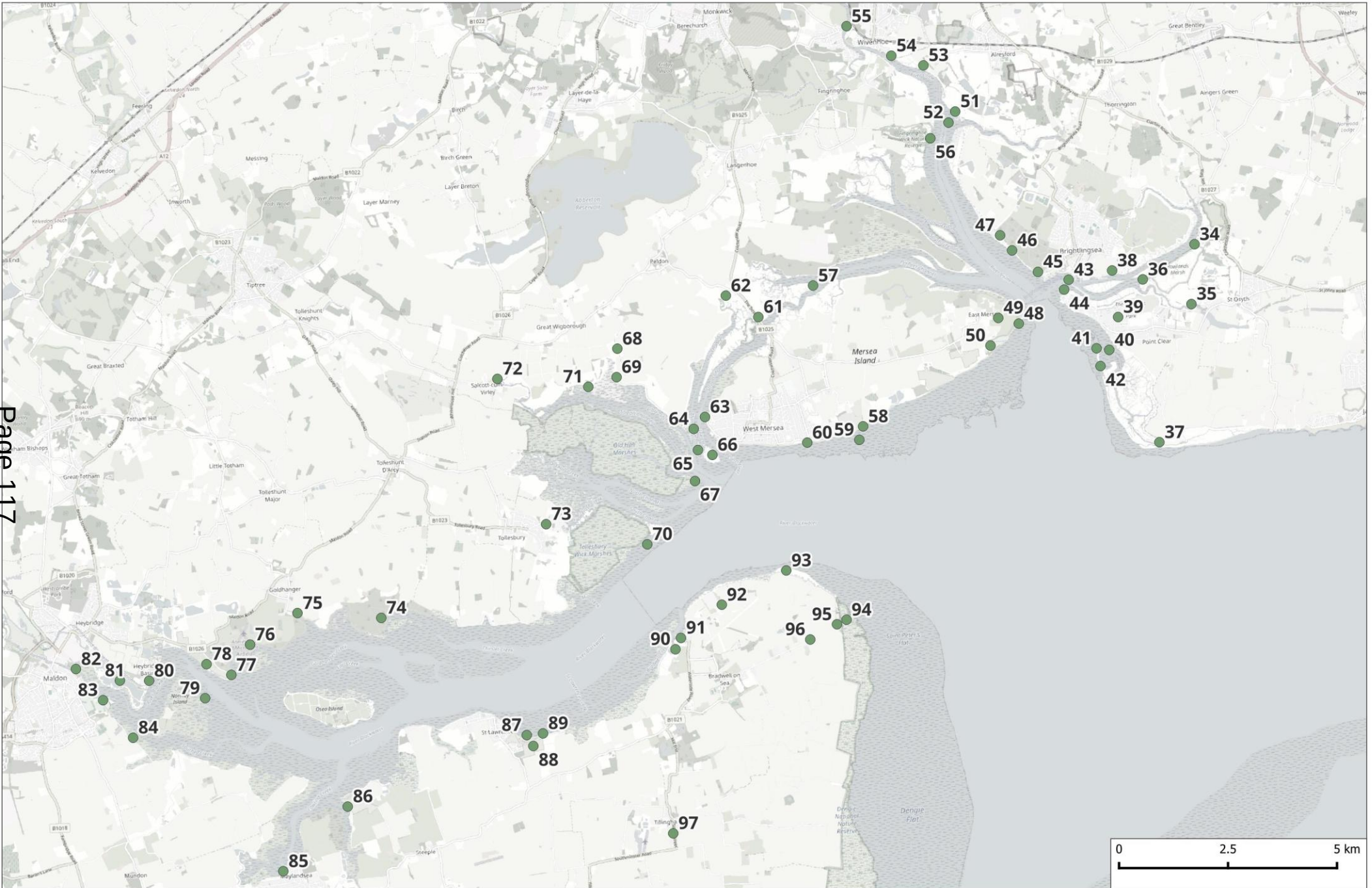
196 - Scope for monitoring at Stannets Creek Reservoir (Dengie & Crouch and Roach).

197 - Scope for ranger presence/engagement and signage/leaflets at Barling Magna Wildlife Reserve (Dengie & Crouch and Roach).

198 – Scope for engagement at Little Wakering / Barling (Dengie & Crouch and Roach).

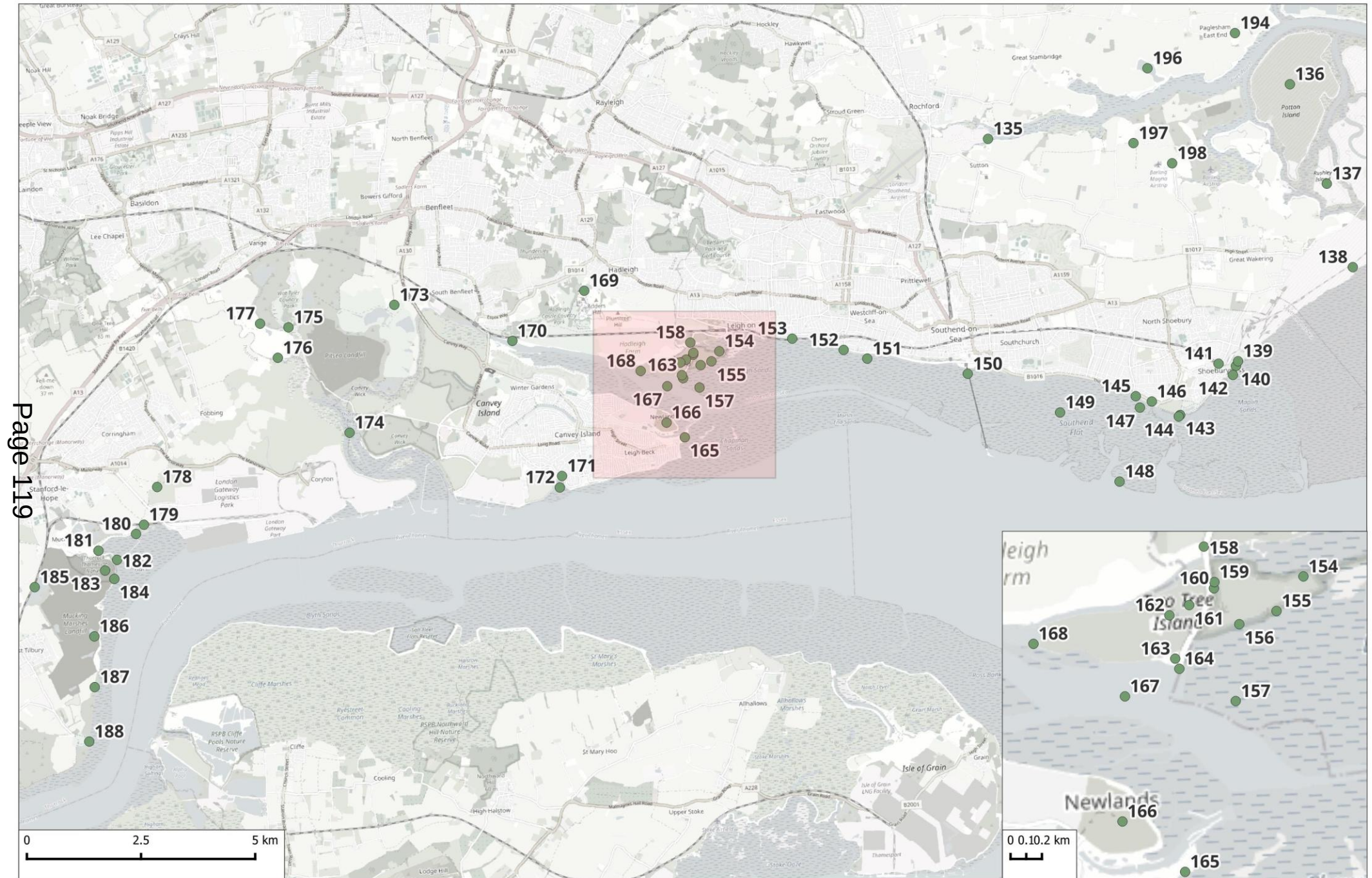
Map 6: Stour and Orwell Estuaries & Hamford Water workshop output (note the Orwell Estuary is dealt with under the Suffolk RAMS) APPENDIX 1





Map 9: Benfleet and Southend Marshes, Thames Estuary and Marshes, & Foulness workshop output (inset refers to red shaded area on main map) - note that point 135 is an output from the Crouch and Roach Estuary & Dengie workshop

APPENDIX 1



Appendix 2: Estimates of housing growth potentially requiring mitigation

This appendix provides background on how the figures in Table 5 were derived. Notes on each column are provided after the table.

The basic formula applied for each authority is: (Local Plan Housing Requirement - Sites with PP and Completions) × % in RAMS ZOI

A	B	C	D	E	F	G	H	I
LPA	Stage of Plan Preparation	Plan Period	SM/Published Target per year	Housing Requirement for Plan Period (stated/calculated)	Sites with PP (April 2026)	and completions before 2026	% in RAMS ZOI	Result (E - F - G) * H
Basildon	Reg 18 Local Plan	2023-2043	1,400	28,005	3,342	589	90	21,667
Brentree	Reg 18 Local Plan Review – March 2026	2026-2042	1,115	17,840	5,070	0	90	11,493
Brentwood	Adopted 2022, Call for sites - reg 18 2026	2026-2042	456	7,752	1,632	0	50	3,060
Castle Point	Plan was submitted for Examination in January 2026	2026-2043	701	6,196	739	0	100	5,457
Chelmsford	Reg 19 Local Plan Review, Submission 2026	2022-2041	1,437	24,915	2,510	2650	100	19,755
Colchester	Reg 18 Local Plan Review - December 25	2026-2042	1,300	20,800	4,365	0	100	16,435
Maldon	Exploring options to transition into the new plan-making system in 2026	2023-2043	583	11,660	1,736	403	100	9,521
Rochford	Reg 18 consultation February – March 2026	2023/24 - 2042/43	689	14,469	2,013	0	100	12,456
Southend	Preferred Approach Consultation 2025, reg 18 summer 2025	2025-2050	1,181	29,525	4,081	0	100	25,444
Tendring	Reg 18 Preferred Options consultation	2025 – 2042	1,063	18,071	4,541	679	100	12,851
Thurrock	Local Plan Initial Proposals, reg 19 2026	2024-2044	1,077	21,540	1,200	0	50	10,170
Uttlesford	Full Council in March 2026 to be invited to adopt the Local Plan.	2021-2041	785	13,500	9,247	0	Minimal	0

Notes

B. Stage of Plan Preparation: The further away an LPA is from publishing a Local Plan (Regulation 18 or 19), the less certainty.

C. Plan period: while the plan period ends circa 2041 for most LPAs, there is one exception (Southend) which extends 10 years beyond until 2050.

E: Housing requirement figure (column D): In agreement with Natural England, the preferred approach was sourced from the Local Plan housing target. In some cases, a published figure is not available so a Standard Method calculation (annual SM x 15) is used. The final figure was confirmed with the LPA in most cases, with the exception of Thurrock.

- Additional note: Some LPAs will have published figures which are below SM, this means there could be some additional uncertainty until the Local Plan is examined. Some LPAs have stepped trajectories, meaning that delivery of housing is later in the plan period, for simplicity no adjustment was made to account for this.

F: Sites with planning permission: as of April 2026.

- Additional note: for simplicity no discount is made for lapse rates.

G: Completions that occurred before 2026: This cannot yet be calculated but an adjustment can be made later.

H: RAMS Zone of Influence (ZOI) Adjustment: percentage of the LPA's area within the RAMS ZOI.

- Student, care homes and specialist housing are accounted for in accordance with the Local Plan for simplicity. It is understood that each LPA will deliver these forms of housing which may attract a discount RAMS rate.

I: Result: Final Calculation

- (Local Plan Housing Requirement - Sites with PP and Completions) × % in RAMS ZOI

- $(E - (F + G)) * H$
- For Uttlesford, only a tiny area is within the Zone of Influence and no growth is anticipated within this area.

Appendix 3: SAMM costs

The table below summarises the mitigation measures as set out in the strategy and the relevant costs for each. These have been used to calculate the overall cost of mitigation. Costs are estimates only and intended to provide the overall level to set tariff, costs to be reviewed and updated as strategy implemented, and budgets adjusted according to housing growth. Where staff posts are referred to, 'fte' refers to full-time equivalent.

Mitigation measure	One-off/ Capital cost	Rolling cost	Multiplier for rolling cost	Total cost	Notes on how cost calculated
Delivery Manager		£69,800	80	£5,584,000	£48000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, equipment etc).
Ranger team leaders (2 posts)		£104,500	80	£8,360,000	2 fte posts, each with £35000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, personal equipment etc).
Rangers (6 full-time, 3 seasonal)		£341,250	80	£27,300,000	7.5 fte, each with £30000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, personal equipment etc).
Vehicles and other resources for rangers		£55,000	80	£4,400,000	4 vehicles, costed at: £450 per month to lease per vehicle, £1500 for livery, £2000 p.a. insurance, 15000 miles p.a. at 0.25p per mile running costs/charging. £2000 annual budget for team equipment. Rounded up to £55,000 to cover sundries (including parking charges) and personal mileage (some of which will still be required).
Dog project staffing costs		£52,250	80	£4,180,000	£35000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, equipment etc). Costed in-perpetuity
Dog project resources		£8,000	80	£640,000	Travel costs at 5000 miles p.a. and 0.45p per mile. Assumes use of own vehicle or wider project vehicles. Additional costs of £5000 to cover resources and equipment. Rounded up to cover sundry expenses, parking etc.
Communications Officer staffing costs		£31,350	80	£2,508,000	£35000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, equipment etc). Costed in-perpetuity, part time (0.6 fte).
Comms costs		£11,000	80	£880,000	Costs provide budget for printing, design, image sourcing, events etc as required.
Production of monitoring strategy & monitoring support	£17,500			£17,500	Initial budget to cover commission of a monitoring strategy and support to ranger team and delivery officer to ensure robust monitoring protocol and recording forms
Monitoring and data staffing costs		£28,625	80	£2,290,000	£35000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, equipment etc). Part time (0.5 fte). Costed in-perpetuity

Mitigation measure	One-off/ Capital cost	Rolling cost	Multiplier for rolling cost	Total cost	Notes on how cost calculated
Monitoring resources		£15,000	80	£1,200,000	Indicative budget providing resources for purchasing and replacing equipment and commissioning surveys. Costs likely to vary between years and will be set out in monitoring strategy
Visitor survey		£35,000	16	£560,000	Cost allows for 16 repeat surveys - potentially one survey every 5 years for 80 years.
Education/community engagement officer		£52,250	80	£4,180,000	£35000 annual salary, plus 35% (to cover NI, superannuation, etc.) and £5000 per annum support costs (training, equipment etc). Costed in-perpetuity
Resources for schools and events		£6,000	80	£480,000	Indicative budget providing resources to get material printed, develop school packs, teaching resources etc. Budget small but should be possible to work with other mitigation projects to borrow content, ideas and material etc
Engagement material for holiday parks etc.	£15,000			£15,000	One off cost to cover bringing in specialist help to contact parks and develop material. Delivery and further work as necessary by comms post.
Site specific projects		£125,000	80	£10,000,000	There are 9 SPA/Ramsar sites and the budget therefore provides around £13,888 per annum per site. This is an indicative sum intended as a guide only, potentially sufficient to fund 1-3 small projects at each site. No requirement to ensure projects at each site each year and scope to deliver larger one-off projects at a single location if substantial mitigation benefit. Annual budget with scope for amount to flex between years depending on housing delivery and available funds. Projects such as creating new routes/paths or changes to car parks likely to be one-off and simply require money in a single year. 80 year time period provides scope for scattering of small projects around coast in a given year.

Pay Policy Statement 2026/27



MALDON
DISTRICT COUNCIL

Document Control Sheet

Document title	Pay Policy Statement
Summary of purpose	Compliance with Localism Act
Prepared by	Resources Specialist Services Manager
Status	Final
Version number	14
Approved by	Strategy and Resources (S&R) Committee 13.04.25 & Council 03.04.25 Amended by delegated authority 13.10.25 S&R Committee & Council 2026.
Approval date	03 April 2025 (Council) Reviewed May 2024 in line with restructure at Tier 1. Approved Council 29 May 2024. Updated Feb 25 to align pay award 24/25, Salary Sacrifice added, structural updates, inclusion of how pay is calculated, pay ratio, market supplements, overtime and irregular hours in line with WTD (01.01.24 Amendment), removal of SCP P from NJC Payline. Reviewed August 2025 amended the new Payline in line with NJC and JNC pay award. Reviewed October 2025 in line with Transforming Together Phase 1 Senior Leadership Team changes. Reviewed April 2026
Date of implementation	3 April 2026
Review frequency	Annual (or as necessary before then)
Next review date	To apply agreed NJC and JNC pay awards during 26/27 And 01 April 2027 (annually)
Circulation	All staff & Members
Published on the Council's website	Yes

Validity Statement

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

Pay Policy Statement

Introduction

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

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

1. General policy

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

2. Determination of Job Grades

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

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

3. Policy on Payments

3.1 Chief Officers

3.1.1 The Local Government and Housing Act, 1989 defines Chief Officers as the following statutory roles (the post titles in brackets identify the relevant posts within the council's senior management structure):

- The Head of Paid Service (Chief Executive)
- Chief Financial Officer Section 151 (Director of Finance S151)
- The Monitoring Officer (Director of Legal and Governance)

3.1.2 The Council defines other posts Chief Officers in non-statutory roles:

- Director of Neighbourhood Services and Communities
- Director of Place, Planning and Growth
- Director of Strategy and Improvement

3.2 Pay and its calculation

3.2.1 The Council's pay scales range from C9-P64. Each grade within the spinal column point consists of four spinal points.

3.2.2 To calculate hours pay, the employees' annual salary is divided by 365 (days), multiplied by 7 (days), divided by the number of hours worked.

3.2.3 For employees working less than 37 hours or those on average pay, the actual hours worked are divided by 37 (hours) then multiplied by the annual salary which gives the pro rata rate.

- 3.2.4 The pay line for Directors is subject to the same factors as the rest of staff pay, for example any annual pay award granted and aligns to the National Joint Council (NJC).
- 3.2.5 Any exception to this, such as a proposal to change the pay of senior staff out of line with normal pay awards would be subject to a report to the Council and approval being given.
- 3.2.6 The Chief Executive and Directors have delegated powers to award discretionary points on an officer's salary scale within approved budgetary limits where they deem it to be in the interests of the Authority. This only applies to points up to the maximum of the salary band for that post.
- 3.2.7 New entrants will normally be placed at the bottom of the scale unless in exceptional circumstances it can be demonstrated that they have had experience in the same role with the same level of responsibility in another organisation with the capability to work and function at a high level from the outset. Other considerations to merit an appointment at a higher scale point are when a case is made to establish demonstrable previous skills and experience against proven organisational need. These will need to be agreed by HR in consultation with the appropriate manager above Head of Service. In the case of a Chief Executive appointment this will be confirmed by recommendation to the Council through the Appointments Board. The Section 151 and Monitoring Officer will be confirmed by the Appointments Board however pay will be determined by the Chief Executive.
- 3.3 Performance related pay and bonuses
- 3.3.1 Maldon District Council does not have performance related pay or bonus payments for any post. As there is no mechanism for linking pay and performance in this way 'earn back' arrangements are not appropriate.
- 3.4 Progression through the Pay Spine
- 3.4.1 New staff receive an increment after successful completion of their six-month probationary period. Internal movers may receive an increment at the six months anniversary under our performance management scheme. Those appointed at the top of the scale point in their grade will not achieve any movement.
- 3.4.2 Those at Director level will have their performance reviewed annually by the Chief Executive.
- 3.4.4 The Leader and the Deputy Leader of the Council will be responsible for reviewing the Chief Executive's performance.
- 3.4.5 Incremental increases are not paid if the individual is already at the top of their pay band, or, if they have received an incremental rise within the previous six months.

3.5 Fees, allowances, benefits in kind and expenses

- 3.5.1 The Chief Executive is also the Returning Officer for the District, meaning that the post holder has specific responsibilities in respect of all elections and national referenda held in the District. These duties attract fees that are variable depending on the election. For Parliamentary, Police, Fire and Crime Commissioner, European elections and national referenda these are set by the Government, for County elections by Essex County Council and for District and Parish elections these are set locally. The Chief Executive may delegate the Returning Officer duties to the Director of Legal and Governance and in doing so, delegates the allowance also.
- 3.5.2 Apart from these fees, allowances, benefits in kind or expenses are available to all staff and on the same basis. During the course of elections, support from employees may be requested, in such cases, the fee payable will be agreed by the Head of Elections in consultation with the Returning Officer, outside of usual pay policies.
- 3.5.3 Staff appointed as Deputy Returning Officer's by the Returning Officer can receive a proportion of the above fees dependent upon the responsibilities undertaken at each separate election, as determined by the Chief Executive as Head of Paid Service.

3.6 Pension

- 3.6.1 All staff are eligible to join the Local Government Pension Scheme (LGPS) in accordance with the terms of that scheme. No special considerations apply to the posts listed in 2.1.
- 3.6.2 The employee contribution rates for members of the LGPS are reviewed on 01 April each year. The rates as effective from 01 April 2026 are as set out below:

Below are the newly released contribution bands which will be effective from 1 April 2026. These are calculated by increasing the 2025/26 employee contribution bands by the September CPI figure of 3.8% and then rounding down to the nearest £100.

Band	Actual pensionable pay for an employment	Main section contribution rate for that employment	50/50 section contribution rate for that employment
1	up to £18,400	5.50%	2.75%
2	£18,401 to £29,000	5.80%	2.90%
3	£29,001 to £47,300	6.50%	3.25%
4	£47,301 to £59,800	6.80%	3.40%
5	£59,801 to £84,000	8.50%	4.25%
6	£84,001 to £119,100	9.90%	4.95%
7	£119,101 to £140,400	10.50%	5.25%
8	£140,401 to £210,700	11.40%	5.70%
9	£ 210,701 or more	12.50%	6.25%

- 3.6.3 Every three years an independent actuary calculates how much the Council should contribute to the Scheme. Employer contributions are 21.3% of pensionable gross earnings for 2026/27, 20.0% for 2027/28 and 18.8% for 2028/29.

3.7 Severance payments

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

3.8 Additional Payments

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

3.9 Statutory roles

- 3.9.1 The Monitoring Officer, Section 151 Officer and Head of Paid Service are not subject to any additional payment. The statutory nature of the roles are

considered as part of the substantive role; these are aligned to when being considered under the Hay Job Evaluation Scheme.

3.10 Publication of remuneration of senior staff

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

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

4. Lowest paid staff and The Real Living Wage

4.1 Definition

4.1.1 Maldon District Council is committed to paying The Real Living Wage which is a voluntary rate of pay to apply. When The Real Living Wage increase is announced each year, it is requested that the increase is applied within 6 months. Therefore, it is commonplace to apply any inflated rate to employees pay the first date of the following month. Staff in Pay Bands up to the hourly rate of pay of The Real Living Wage are paid a supplement to bring their hourly rate of pay up to that of The Real Living Wage rate. The increased rate of £13.45 per hour was paid to employees from 01 November 2025.

4.2 Pay Policy in respect of lowest paid staff

4.2.1 All staff up to Chief Executive are subject to identical terms and conditions, procedures and policies as all other staff. In some cases, these policies give slightly different benefits to different levels of staff. For example, the lowest pay bands to the top of E benefit from enhanced pay rates for overtime. No enhancement above grade E is paid. In contrast the basic amount of annual leave increases with grade bands.

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

4.2.3 In line with the LGPS Pay Award 25-26, the lower pay bands A-B have been removed from the Council's pay scales for 26-27. All staff on bands A-B will automatically be placed at band C. The Real Living Wage applies up to the hourly rate of pay that aligns.

5. Pay Ratio's

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

- 5.2 Publishing the ratio of pay of an organisation's top earner to that of its median earner has been recommended to support the principles of Fair Pay (Will Hutton 2011). Maldon District Council, as at the end of Quarter 4 (March 2026), has a pay ratio of 1:4.4 between the Chief Executive's salary and the median earnings of all employees. This represents the relationship between the highest and median levels of pay across the organisation. The Council's pay ratio remains proportionate for an organisation of this size.

6. Pay Award / Negotiation

- 6.1 The NJC for local government services ('Green Book') negotiates pay on behalf for Local Authority staff. Maldon District Council is committed to paying its employees the nationally agreed pay award each year. The award for 2025/26 was aligned to the Council's own pay scale as below;
- Spinal Column Point (SCP) A1 - N56: Increase of 3.2%, pro rata (NJC)
 - SCP O57 - P64: Increase of 3.2%, pro rata Joint Negotiating Committee (JNC)
- 6.2 Apprentice pay rates fall in line with the Apprenticeship rate of pay as set by the government.
- 6.3 Pay for the Chief Executive is paid at SCP P which is subject to pay awards as negotiated by the JNC for Chief Officers of Local Authorities. The pay negotiations for 2025-26 awarded 3.2% uplift. The pay award for 26/27 is still in negotiation nationally, this Policy will be updated when it is agreed.
- 6.4 Employees who have left the Council's employment prior to their pay award being implemented may submit a written request for payment of monies owing to them. Any monies due to that employee from 01 April to the last date of their employment will be paid.
- 6.5 Any agreed increase is published as soon as the agreed increase is known. This will usually be backdated to 01 April where this is agreed part way through a year OR as determined by the NJC / JNC negotiations. Payment to staff is managed as soon as is reasonably practical but usually uplifted the following month and any back payment made the next.
- 6.6 The Council does not employ any staff under the JNC for local authority Craftworkers ('Red Book').

7 Other pay

7.1 Market and Retention Supplements

- 7.1.1 There may be occasions when the evaluated salary for a post fails to attract any suitable candidates and consideration is given to increasing the salary by way of a market supplement. They may also be payable to maintain a skilled and experienced workforce. Managers will need to have tried to recruit at the

evaluated level and provide HR with salary details of similar jobs within the market.

- 7.1.2 Supplements will be benchmarked against the salaries for similar jobs annually to ensure they are still required. This will be undertaken by the line manager in conjunction with HR. Should this research result in the market supplement no longer being required, there will be a three month pay protection before withdrawal of the supplement. Directors will then approve these at Senior Management Team level.
- 7.1.3 Pay for Supplements will be capped at a maximum of 15% of the pro rata salary. These are also subject to pay award increases and are reviewed on an annual basis.
- 7.1.4 Market and Retention supplements are time-limited and subject to annual review. They are identified separately from basic salary in all documentation and records, including pay slips. Market supplement payments will be subject to the following criteria;
- Subject to tax and national insurance contributions
 - Paid pro-rata to part time employees
 - Included in statutory calculations for the purposes of sick pay, redundancy pay, annual leave, maternity, adoption, paternity, parental bereavement leave, neonatal care leave, shared parental leave
 - Included in overtime
 - Increased in line with pay awards
- 7.2 Honorarium payments
- 7.2.1 This may be awarded in recognition of an employee taking on a special project or role for a limited time. This is capped at £500.
- 7.3 Additional Responsibility Allowances (ARA) payments
- 7.3.1 This may be awarded where an employee is covering part of the duties of a post at a higher level due to absence of a more senior member of staff (e.g. sickness or secondment) – for 4 weeks' or more. Payment is capped at a maximum of two spinal column points above the employees' substantive rate of pay.
- 7.4 First aid allowance
- 7.4.1 Employees that are designated first aiders will be paid a flat fee of £6 per month. Employees that are required for the purposes of their job to be first aid qualified will not receive the first aid allowance.

7.5 Events

- 7.5.1 From time to time, the Council may seek support on a corporate basis for employees to put themselves forward to work on a special event outside of their normal contract of employment. Employees will be paid the event rate. Events worked on will be within the district and/or that which the Council supports. A flat fee of £17.50 per hour will be payable regardless of the day and/or time of the week.

7.6 ICT Out of hours Payments

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

7.7 Duty Rota Out of Hours (OOH) - Housing

- 7.7.1 For employees required to be on call for out of hours, specifically relating to homelessness response, payments will be made at the set fee of Monday to Friday £12.00 per hour, Saturday, Sunday and Bank holidays £20.00 per hour. Additional payments made per call at the employees SCP.

7.8 Overtime

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

7.9 Irregular hour workers

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

7.10 Other pay

- 7.10.1 Information on the Council's policies on Occupational sick pay and maternity, shared parental leave, paternity and adoption, parental bereavement leave, shared parental and neonatal care leave can be obtained from the Council's HR Team.

8 Other benefits

- 8.1 All employees have access to Occupational Health provision and a fully funded Employee Assistance Programme (EAP) which provides access to

Counselling services and 24/7 confidential support for the staff member and their immediate families. This also provides for a wider benefits platform area that offers discounts on a huge variety of shopping platforms.

- 8.2 Free on-site car parking is available to staff, subject to availability, as well as a flexible working approach, flexi-time scheme and learning and development opportunities.
- 8.3 Staff are provided with login details to access Kaarp benefits, a free local government benefit site that provides lifestyle voluntary benefits service thought discounts on personal purchases.
- 8.4 A discount is offered to staff for local gym membership.
- 8.5 The Council offers a salary sacrifice scheme to employees through both a car scheme and cycle-to-work. Both initiatives provide staff by making agreed deductions from salary before tax, NI and pension (if applicable) deductions are made.
- 8.6 The LGPS has a provision within its regulations to allow an employer to contribute to an employee's Additional Voluntary Contribution (AVC) arrangement. This is known as a "Shared cost" AVC which would be administered through a salary Sacrifice.
- 8.7 Any deduction through a Salary Sacrifice Scheme at the Council will not affect any redundancy calculation by any detrimental effect. Should an individual lose their post through a reorganisation resulting in redundancy, it is proposed that 3 months' notice will be given as part of the Consultation process, to ensure they can withdrawal from the salary sacrifice scheme so as it does not have a detrimental impact on any severance payment.
- 8.8 The Essex Pension Fund has confirmed that the salary sacrifice shared cost AVC does not have any impact on provisions for ill-health retirement or death in service.

9 Reimbursement of expenditure

- 9.1 All employees are required to make the best use of council resources and are obliged to consider the most cost-effective option when incurring any expenditure in the course of their duties.
- 9.2 Subsistence allowances are payable when employees incur additional expenditure on meals because they have been unable to follow their normal meal arrangements whilst out on business.
- 9.3 Examples of where an employee may need to incur expenditure on meals are as follows:
 - Attendance at training courses or seminars where meals or refreshments aren't provided

- Site visits
- Meetings at other organisations
- Travelling to locations as part of official duties

9.4 Subsistence amounts are stated in the Council's Mileage and Expenses Policy.

10 Pensions

10.1 The Council's pension scheme is administered by Essex County Council. General details of the LGPS are available from HR. Both the employee joining the scheme, and the Council contributes to the scheme.

10.2 The rules under which auto-enrolment operates will continue to apply to all Council employees. Eligible staff will be automatically enrolled unless they choose to opt out. This exercise will be repeated every three years on the anniversary of each eligible employee's enrolment.

11 Conclusion

11.1 The Localism Act 2011 requires relevant authorities in England and Wales to prepare a Pay Policy Statement for each subsequent financial year. This paper sets out the Council's policy statement on pay for employees. The next statement will be reported to the Council for its approval next year.

11.2. Should there be a need to amend the existing Pay Policy Statement during the course of the year that is outside of delegate authority, an appropriate recommendation will be made to the Council.

Salary Bands 2025-26

Pay Scales Subject to NJC 01st April 2025							
Grade		SCP	01 April 2025 Pay	Monthly	Hourly	Time & half	Double
C	C9	9	24648.24	2054.02	12.78	19.17	25.56
	C10	10	25528.65	2127.39	13.23	19.85	26.46
	C11	11	26422.27	2201.86	13.70	20.55	27.40
	C12	12	27408.33	2284.03	14.21	21.32	28.42
D	D13	13	27761.59	2313.47	14.39	21.59	28.78
	D14	14	28590.28	2382.52	14.82	22.23	29.64
	D15	15	29416.78	2451.40	15.25	22.88	30.50
	D16	16	30243.26	2520.27	15.68	23.52	31.36
E	E17	17	30599.83	2549.99	15.86	23.79	31.72
	E18	18	31227.12	2602.26	16.19	24.29	32.38
	E19	19	31859.92	2654.99	16.51	24.77	33.02
	E20	20	32489.41	2707.45	16.84	25.26	33.68
F	F21	21	33081.48	2756.79	17.15		
	F22	22	34026.84	2835.57	17.64		
	F23	23	34973.27	2914.44	18.13		
	F24	24	35916.42	2993.03	18.62		
G	G25	25	36037.47	3003.12	18.68		
	G26	26	37611.21	3134.27	19.49		
	G27	27	39188.25	3265.69	20.31		
	G28	28	40765.29	3397.11	21.13		
H	H29	29	41946.14	3495.51	21.74		
	H30	30	43719.07	3643.26	22.66		
	H31	31	45490.90	3790.91	23.58		
	H32	32	47266.03	3938.84	24.50		
I	I33	33	47855.90	3987.99	24.80		
	I34	34	49640.15	4136.68	25.73		
	I35	35	51401.76	4283.48	26.64		
	I36	36	53175.80	4431.32	27.56		
J	J37	37	53766.78	4480.56	27.87		
	J38	38	55815.16	4651.26	28.93		
	J39	39	57911.50	4825.96	30.02		
	J40	40	60009.02	5000.75	31.10		
K	K41	41	60637.09	5053.09	31.43		
	K42	42	62944.35	5245.36	32.63		
	K43	43	65251.63	5437.64	33.82		
	K44	44	67558.89	5629.91	35.02		
L	L45	45	68189.33	5682.44	35.34		
	L46	46	70075.92	5839.66	36.32		
	L47	47	71964.84	5997.07	37.30		
	L48	48	73851.43	6154.29	38.28		

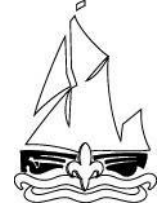
Living
Wage
£13.45

Grade		SCP	01 April 2025 Pay	Monthly	Hourly	Time & half	Double
M	M49	49	75111.12	6259.26	38.93		
	M50	50	76787.96	6399.00	39.80		
	M51	51	78465.97	6538.83	40.67		
	M52	52	80145.15	6678.76	41.54		
N	N53	53	88702.78	7391.90	45.98		
	N54	54	91094.42	7591.20	47.22		
	N55	55	93484.87	7790.41	48.46		
	N56	56	95876.51	7989.71	49.70		

Pay Scales subject to JNC chief Officers 01st April 2025

O	O57	57	98,219.76	8,184.98	50.91		
	O58	58	100,621.95	8,385.16	52.16		
	O59	59	103,085.01	8,590.42	53.43		
	O60	60	105,610.11	8,800.84	54.74		
P	P61	61	120,220.03	10,018.34	62.31		
	P62	62	128,283.32	10,690.28	66.49		
	P63	63	136,346.51	11,362.21	70.67		
	P64	64	144,409.80	12,034.15	74.85		

This page is intentionally left blank



REPORT of DIRECTOR OF LEGAL AND GOVERNANCE

to
COUNCIL
2 JULY 2026

APPOINTMENT TO WORKING GROUP

1. PURPOSE OF THE REPORT

- 1.1 To appoint one member to the Strategic Housing Working Group

2. RECOMMENDATION

That one member is appointed to Strategic Housing Working Group.

3. SUMMARY OF KEY ISSUES

- 3.1 Following the appointment of Members at the Statutory Annual Meeting of the Council on 14 May 2026 to the Strategic Housing Working Group one Member of the group has confirmed they are unable to continue as a member of this group.
- 3.2 The Strategic Housing Working Group consists of nine members.
- 3.3 The group currently consists of Councillors S Dodsley, M F L Durham, S J N Morgan, R H Siddall, P L Spenceley, E L Stephens, J C Stilts, and M E Thompson.
- 3.4 The Council is therefore required to nominate one Member to the vacancy on this working group.

4. CONCLUSION

- 4.1 A Member needs to be nominated and appointed to the Strategic Housing Working Group for the municipal year.

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

- 5.1 Working Groups actively help inform Corporate Plan delivery.

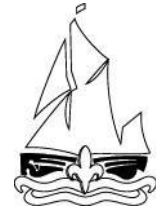
6. IMPLICATIONS

- (i) **Impact on Customers** – Strategic Housing links to residents' needs for housing in the District.
- (ii) **Impact on Equalities** – None.

- (iii) **Impact on Risk (including Fraud implications)** – Working Group activity helps to bring forward informed reports and reduces operational risks.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None.

Background Papers: None.

Enquiries to: Emma Holmes, Legal and Governance Director.



**REPORT of
DIRECTOR OF LEGAL AND GOVERNANCE**

to
COUNCIL
2 JULY 2026

NOMINATION TO TOLLESBURY COMMUNITY LAND TRUST STEERING GROUP

1. PURPOSE OF THE REPORT

- 1.1 To appoint one member to the Tollesbury Community Land Trust Steering Group

2. RECOMMENDATIONS

- (i) That one member is appointed to Tollesbury Community Land Trust Steering Group;
- (ii) That the Member appointed as representative to the Tollesbury Community Land Trust Steering Group is responsible for sharing minutes of any meetings attended; to be stored centrally on the Modern.Gov library as per the details in section 3.4 below.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council has been contacted by the Tollesbury Community Land Trust who have invited one member of the Council to sit on their Steering Group.
- 3.2 The Tollesbury Community Land Trust proposes to establish a Community Land Trust to enable the provision of affordable housing and other assets for the local community group.
- 3.3 The aim of the Steering Group is to explore the viability of the formation of a Community Land Trust and if viable to establish a Community Land Trust. The draft terms of reference for the Steering Group are detailed at **APPENDIX 1**.
- 3.4 At the Statutory Annual Meeting in November 2020, to enable Member visibility, it was resolved that where papers are not private and confidential, and subject to agreement by the relevant body, they would be stored on the central Modern.Gov library for all Members to access. The appointed Member representative(s) is asked to use the following FreshService link to submit papers - <https://maldon.freshservice.com/support/catalog/items/105>.

4. CONCLUSION

- 4.1 A member needs to be nominated and appointed to the Tollesbury Community Land Trust Steering Group.

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

5.1 Representation on Outside Bodies will support our Corporate Plan priorities.

6. IMPLICATIONS

- (i) **Impact on Customers** – This will support the local community in potentially improving the provision of affordable housing and assets for the community.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – Attendance limits risk, as Maldon District Council is aware of what is going on in wider partner context.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** –Member time taken to attend the Outside Body.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None.

Background Papers: None

Enquiries to: Emma Holmes Legal and Governance Director.

TOLLESBURY COMMUNITY LAND TRUST (CLT)

STEERING GROUP

DRAFT Terms of Reference for the Steering Group

Background

Tollesbury's draft Neighbourhood Plan (NP) is being reviewed by Maldon District Council (MDC). Once returned, it will be amended as necessary and submitted to residents by Tollesbury Parish Council (TPC) for a statutory referendum. When that process completes, the NP will be adopted ('made').

In the meantime, drawing on experience elsewhere in England, the village can establish a Community Land Trust (CLT) to enable the provision of affordable housing and other assets for the local community.

A Steering Group (SG) is a temporary, informal, voluntary body independent of TPC that investigates viability and decides whether to prepare for incorporation. The SG does not have assets, sign contracts, or employ staff.

Aim of the SG

To explore the viability of a CLT for Tollesbury and – if there is agreement – to mobilise activity to develop the mechanisms leading to incorporation.

Roles and responsibilities of the SG

Agree to work together, accountable to the community for local benefit, to:

1. Discuss and explore the mechanisms for setting up a CLT.
2. Consider and agree:
 - a) The evidence, nature and scope of the local need
 - b) Boundaries and limits of the geographic area of interest
 - c) A broad Vision for affordable housing and any other asset provision
 - d) Principles for the legal model to be adopted
 - e) Objectives and the priorities for action
3. Envisage and appraise options for funding homes and other provision
4. Identify land and other assets that could be involved, exploring possible sites, but not negotiating terms
5. Work with *Community Land Trust Network (CLTN)* and other bodies to explore legal structures and prepare a *Concept for Incorporation*
6. Seek technical advice and apply for funding to enable set up and incorporation to take place by not later than 31 March 2027
7. Initiate a communication strategy to engage the local community
8. Carry out a skills audit to identify and plug gaps in SG expertise
9. Defer formal decisions until after incorporation.
10. Wind up after incorporation or upon a decision by the SG not to proceed

Membership

Open to all members of the community who are signed up to the SG's aim and ways of working. Normally between 5 and 10 people. Note that the SG has no legal status while unincorporated. Officer roles are to help functioning but carry no legal authority. MDC and TPC Councillors in attendance are non-voting.

All SG members need to be:

- Resident in Tollesbury
- Interested in the CLT project and committed to championing its cause
- Able to take on responsibility and devote time, experience and / or skills;
- Always committed to maintaining enthusiasm for the project.

Roles of the SG Officers (See Appendix for Role Specifications)

Chair / Vice Chair

The SG will elect a Chair and Vice Chair

Secretary

A Secretary will be appointed by the SG

Treasurer

A Treasurer will be appointed by the SG

Meetings

The SG is time limited. It winds up after incorporation or upon a decision not to proceed. Meetings will be held monthly initially and reviewed in the light of activity / need. A final meeting will be held by not later 31 March 2027.

Successful meetings don't happen by chance. Individual SG members are invited to be respectful of each other and are bound by the following *Code of Conduct*:

- One person speaks at a time;
- The Chair decides who that person will be;
- The speaker may speak only on the issue being considered;
- Those wishing to speak will be given an opportunity;
- Decisions require majority support; and
- Once voted upon, no further discussion is permitted.

Principles to be observed

- **Transparency:** publish notes and decisions
- **No legal overreach:** no contracts or assets
- **Time-limited:** steering group ≠ permanent governance
- **Community-first:** acting *on behalf of*, not *instead of*, the community

Conflict Resolution

In the event of a disagreement, the Chair will lead on agreeing a way forward. This may be in the form of a vote (if appropriate) to gauge the majority view or a deferred decision pending further discussion after the meeting.

Confidentiality

Meetings may receive information which is not in the public domain often relating to individuals, organisations or financial matters. Members must ensure this information remains confidential unless prior agreement has been obtained.

Breaches of the *Code of Conduct*

Anyone who does not comply with the *Code of Conduct* will be asked to leave the meeting by the Chair.

Make it Fun

SG members are volunteers. Where possible the experience should be enjoyable.

APPENDIX – Role Specifications

APPENDIX to SG Terms of Reference

ROLES OF SG OFFICERS

The Role of the Chair – supported as necessary by the Vice Chair – is to:

1. Provide overall coordination and direction of the Group
2. Ensure the efficient conduct of the SG's business and meetings;
3. Ensure that all members are given the opportunity to express their views and that appropriate standards of behaviour are maintained;
4. Manage the delegation of key responsibilities and resolution of any SG problems;
5. Establish a constructive working relationship with other organisations i.e. CLTN, Rural Community Council of Essex (RCCE), MDC, TPC, Registered Providers etc;
6. Ensure that the SG receives professional advice and seed corn funding when it is needed, either from TPC or the CLTN, or from other external sources;
7. Representing the organisation as appropriate; and
8. Take decisions delegated to the Chair.

The Role of the Secretary will be:

1. To take and circulate minutes of meetings
2. Circulate meeting agendas and papers seven days ahead of meetings
3. Ensure that SG members have access to timely information, papers, advice relevant to its discussions to enable decision making
4. Arrange meeting venues and resources
5. Lead on the communications strategy, provide support for wider communication / promotional activities such as a website / Facebook
6. Liaise with key stakeholders
7. Undertake correspondence / complete returns as necessary
8. Liaise with the Chair / Vice Chair / Treasurer to ensure good coordination

The Role of the Treasurer will be:

1. Open and manage the bank account
2. Maintain accurate accounts
3. Report to the SG and Members when the organisation is formed
4. Ensure financial procedures are followed
5. Be involved in and advise on financial decisions
6. Be aware of and manage any financial transactions
7. Liaise with the Chair / Vice Chair /Secretary to ensure good coordination

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

Document is Restricted

This page is intentionally left blank

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

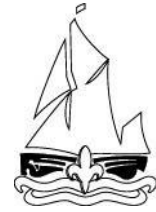
Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



REPORT of CHIEF EXECUTIVE

to
COUNCIL
2 JULY 2026

OUTLINE BUSINESS CASE FOR MALDON NEW ARTS AND CULTURE CENTRE PROJECT

1. PURPOSE OF THE REPORT

- 1.1 To present the Outline Business Case (OBC) for the design, construction and operation of a New Arts and Culture Centre (NACC) Project and to seek Council approval to progress to a Full Business Case (FBC).

2. RECOMMENDATIONS

That the Council:

- (i) approves the Outline Business Case at **APPENDIX 1** for the New Arts and Culture Centre Project;
 - (ii) approves that a New Arts and Culture Centre 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) approves the Project Board Terms of Reference as set out at **A5 of APPENDIX 2**;
 - (iv) delegates to the Chief Executive, in consultation with the Project Board, to finalise and submit the planning application for this project;
 - (v) 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) subject to the approval of (v) approves a revenue budget currently estimated up to £330k (including contingencies) to progress the Full Business Case. This includes internal and external resources to develop the design work, for example, project management, architecture, engineering and quantity surveying and subject to procurement
- OR**
- (vii) does not approve to take this project forward and officers do no further work on this.
 - (viii) subject to the approval of (vii) Members consider, and agree, for officers bring an Outline Business Case for the renovation of the Maldon Museum back to the Council for consideration.

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 for the Promenade Park NACC to OBC as detailed at **APPENDIX 1**. This identifies that the NACC 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 Timeline summary of key milestone dates is:
- OBC decision.....2 July 2026
 - Planning application.....3 August 2026
 - Complete design process.....March 2027
 - FBCApril 2027
 - Start on site.....November 2027
 - Completion / HandoverDecember 2028
- 3.4 If no decision is made or the decision is not to proceed then no further work will be undertaken by officers on the NACC.
- 3.5 The OBC for the Maldon NACC **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;
 - **Management Case** - capacity of MDC to deliver this project;
 - **Socio-Economic Case** – ability to demonstrate social viability;
 - **Financial Case** - the funding arrangements required to support the project.
- 3.6 **Strategic Case**
- 3.6.1 MDC'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".
- 3.6.2 The brief for the building has been developed by the Strategic Assets Working Group (SAWG) between October 2025 (concept designs) and May 2026, leading to the formation of the OBC. The core strategic brief requirements set out the following:
- Progression of Option 3 (largest floor area) concept design for the new stand-alone building, forming gallery, exhibition/multi-use space; central arrival hub; and subject to public consultation, the inclusion of a café or not.
 - 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.
- The new facility can provide educational/learning opportunities and links to the wider district community including arts groups, schools and other museums.
- The extended facility will be seen as a community use asset and not a commercial enterprise.

3.6.3 The Council has recently approved Culture and Heritage Strategy which identifies there is 'no major publicly funded art gallery, theatre, performance venue or arts collaboration space (like an arts centre or studios). This limits the scope and scale of cultural programming across the district, but it also means that activity is very often community-focused and therefore accessible (or potentially so). Cultural activity takes places in many different spaces including village and church halls, pubs and breweries, libraries and in the open'. This new facility would fill that gap.

3.7 **Economic Case**

3.7.1 The economic case is based on the proposed asset being an enhancement of the overall culture and heritage offering, particularly in Promenade Park. It would be viewed as an important addition drawing visitors into the park thereby indirectly supporting visitor spend.

3.7.2 The SAWG has debated the economic benefits for a NACC 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.

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

3.8 **Socio-Economic Case**

3.8.1 The Vision is that the site will be developed with culture, heritage and arts attributes at the heart of its viability. Anecdotal, 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.

3.8.2 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 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.

- 3.8.3 A public engagement exercise is currently being undertaken, scheduled to close on 26th June 2026. The survey has been developed with input from the SAWG and seeks to capture public views on the existing museum and proposals for its future development.
- 3.8.4 To date, the public engagement feedback indicates that there is majority support for a facility, as envisaged by the NACC, that can provide gallery/event space and multi-purpose community use space. There is also concern and substantial support for retention and investment in the Maldon Museum. Details of the survey, responses statistics are contained at **APPENDIX 2 - A11**.

3.9 Financial Case

- 3.9.1 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£2.71m. 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.
- 3.9.2 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 £2.71m. It is assumed that this will be funded through external borrowing on a prudential basis, with a circa 5% interest rate. The amount will be repaid through annual amounts set aside equal to $\frac{1}{25}^{\text{th}}$ 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 £2.71m 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.

3.10 Management Case

- 3.10.1 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.
- 3.10.2 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 - A4**. This will evolve as detail emerges.

3.10.3 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 the Council and a verbal update provided at each meeting throughout the municipal year.

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

3.11 Risks

3.11.1 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 funding for full delivery before LGR takes place, which is a reasonable objective if challenging. Current timescales indicate that the completion and handover would extend to the end of 2028.

3.11.2 The logistics of building the NACC require any work to the museum to be undertaken towards the end of the NACC delivery, since most of the museum site will be occupied under construction and requires the demolition of the single storey extension and out-building to the museum.

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 NACC and refurbishment of the existing museum as a separate project, 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 create this new asset and welcome addition to Promenade Park.

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 £330k to complete the FBC and £2.71m for the capital build. If the project does not continue, there is a risk of writing off the costs associated with the developing the FBC. 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 OBC 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 for NACC Project
- **APPENDIX 2** Background Papers as detailed below:
 - A2 A25726 ABA Design Statement (images)
 - A3 Economic Impact of Tourism - Maldon 2024 Report
 - A4 Resource structure chart
 - A5 Maldon Arts and Culture Centre Project Board Terms of Reference
 - A6 Master Programme (Gantt Chart)
 - A7 Risk Management Plan
 - A8 2025 Concept Design Business Case
 - A9 ABA Museum Presentation Concept Design November 25
 - A10 PPMP Project Delivery Design Catalogue
 - A11 Public Engagement Exercise
- Agenda Item 15 to this meeting:
 - A1 Detailed Construction / Cost Breakdown
 - A12 Museum Extension - OBC Financial Breakdown REV_1 June 26; - Please note 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.

Enquiries to: Jonathan Skelton, Capital Projects Director.

MALDON DISTRICT COUNCIL

APPENDIX 1: Outline Business Case

FOR

NEW ARTS AND CULTURE CENTRE

Contents

Introduction	2
Outline Business Case (OBC) and Full Business Case (FBC) Objectives.....	3
Programme	4
Strategic Case - Background to the Project	5
Strategic Brief and Vision	10
Background and timeline of development of proposed scheme	14
Economic Case - Business Purpose & Corporate Objectives	15
Measuring Success	16
Corporate Objectives	17
Benefits Summary	18
Socio-Economic Case	18
Local Context.....	18
Financial Case - Breakdown & Analysis	20
Capital Funding.....	21
Management Case	22
Project Governance	22
Risk.....	23
Programme	24
Procurement	25
Stakeholders and Communication Strategy.....	25
Background Papers:.....	26

Introduction

This document provides an outline business case to create a New Arts and Culture Centre (NACC) adjacent to the Museum within Promenade Park. It is proposed that the Museum building itself would be renovated, possibly with a small extension, as a separate project. The new NACC building is not a particularly complex project, 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. It will provide multi-functional, flexible space, primarily as a gallery and for community use for a wide range of activities. 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 02 July 2026 to the Council being:
 - (i) That the Outline Business Case at **APPENDIX 1** for the New Arts and Culture Centre be approved.
 - (ii) That a Maldon NACC Project Board (the Project Board) be set up and as nominated at SAWG, 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 **A4 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 currently estimated of up to £330k (including contingencies) to progress the Full Business Case be agreed. This includes internal and external resources to develop the design work, for example, project management, architecture, engineering and quantity surveying services, subject to procurement
- 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 (this report)	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 £330k to commence 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	Identifies the preferred funding route

Outline Business Case (this report)	Full Business Case
based on current cost estimates.	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 2026. 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 - A7 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 - A6**

Milestone	Planned Completion Date
Outline Business Case to Council	2 nd July 2026
Stage 3 Planning Submission	3 rd August 2026
Stage 4 Design Procurement	End-October 2026
Planning Decision	1st November 2026
Stage 4 Technical Design	End-March 2027
Full Business Case Submission (following Stage 4 Design & Cost)	April 2027
Full Business Case Review (following 2027 Works Procurement & Cost recommendations)	October 2027
Contract Award	Nov 2027
Start on Site	November 2027
Completion & Handover	December 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 2025, 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 - A10**) that sets out a cohesive strategy for corporate design within 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 Arts & Culture Centre 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,

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

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

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 NACC 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 £97,000 are required for input by other consultants to reach the next phase, RIBA Stage 3 Planning submission. This sum is included within the £330k amount to fund FBC.

The original brief was 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 had designed a scheme to provide a café, additional exhibition/flexible space and an arrival hub with small retail point, garden access, reception and wayfinding. This design can be adapted to disconnect with the existing Edwardian building; the arrival hub will remain located centrally within the open gallery space.

Since March 2026 debate has been held within the Strategic Asset Working Group as to the best purpose of the new building and agreement has been reached that it should be a stand-alone “Arts and Culture Centre”, providing gallery style space with complete flexibility for community use for a wide variety of events, for example community workshops, art presentation, art and craft fairs, indoor markets etc.

The existing museum building would be refurbished as a separately commissioned and funded scheme. Engagement is needed with stakeholders to determine a range of issues, such as what artifacts would continue to be presented and priorities around the building being fit-for-purpose into the future. This would all be subject to a separate business case.

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

A public engagement exercise has been undertaken, supported by a survey developed with the input of the Strategic Assets Working Group. The survey seeks views on what the existing Museum means to residents and on proposals such as the introduction of a cafe. The engagement period runs until 26th June 2026 and at the time of writing, it is estimated that at least 80% of likely responses have been received. Early indications suggest majority support for a facility, as envisaged by the NACC proposal, that can provide gallery/event space alongside flexible, multi-purpose community use space. The survey questions and interim results are set out in Appendix 11.

The new building would act as a multi-use hub for the town's attractions as a whole and particularly for community functions. The gallery space will comprise moveable walls capable of being reorganised to allow the space to be easily repurposed for community activity. Depending on the exhibition, the site can provide a focus for tourists, for example telling the story of the town and maritime history and providing orientation to 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; a café if determined as being a requirement, would 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 may contain associated retail, seating, wayfinding and entry to the café and gallery spaces but equally, could be seen and used as a continuation of the gallery or community use space on each side. The completed site should 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.

Those most recent discussions that consider the original brief, to focus on the purpose of creating an extension to the museum, is missing an opportunity to take advantage of the new 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 for example 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.

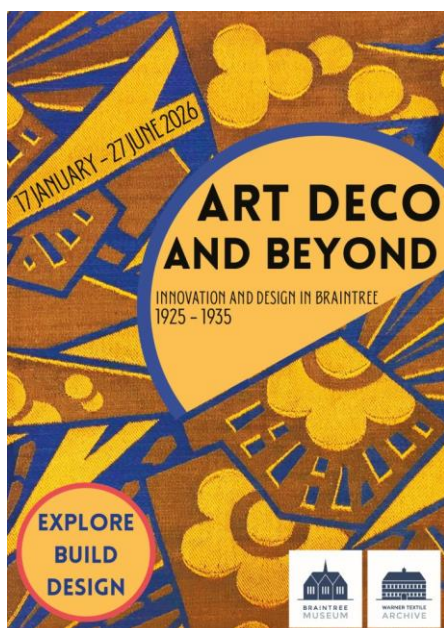
Links to the websites and some images of events and exhibitions are offered below:

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



Exhibitions

FREE

Tim Noble & Sue Webster: Love and Hate at Firstsite

THURSDAY 09 NOVEMBER 2023 - SUNDAY 27 SEPTEMBER 2026

In this presentation, seven light sculptures by Noble & Webster illuminate areas of the Firstsite building with pops of glimmering colour.

[FIND OUT MORE →](#)



Courses, Clubs & Classes

Origami Workshop

FRIDAY 13 MARCH 2026
7:00 PM
MORE TIMES AVAILABLE

In our Origami Workshop, Lu Yu will guide you step by step through the creation of specific origami shapes in this ancient art form!

[FIND OUT MORE →](#)



Talks & Events

The Firstsite Art Fair

SATURDAY 18 APRIL 2026
10:00 AM - 5:00 PM

The Firstsite Art Fair brings together a diverse range of artists, collectors, art lovers and all who are simply curios about art.

[FIND OUT MORE →](#)

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 revised brief for the building has been developed by the Strategic Assets Working Group (SAWG) between October 2025 (concept designs) and May 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, forming a single clear space that can be divided as required
- The gallery 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
- 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 New Vision: A new Arts and culture Centre building within the grounds of the old Museum, providing 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 approved Culture and Heritage Strategy and its 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

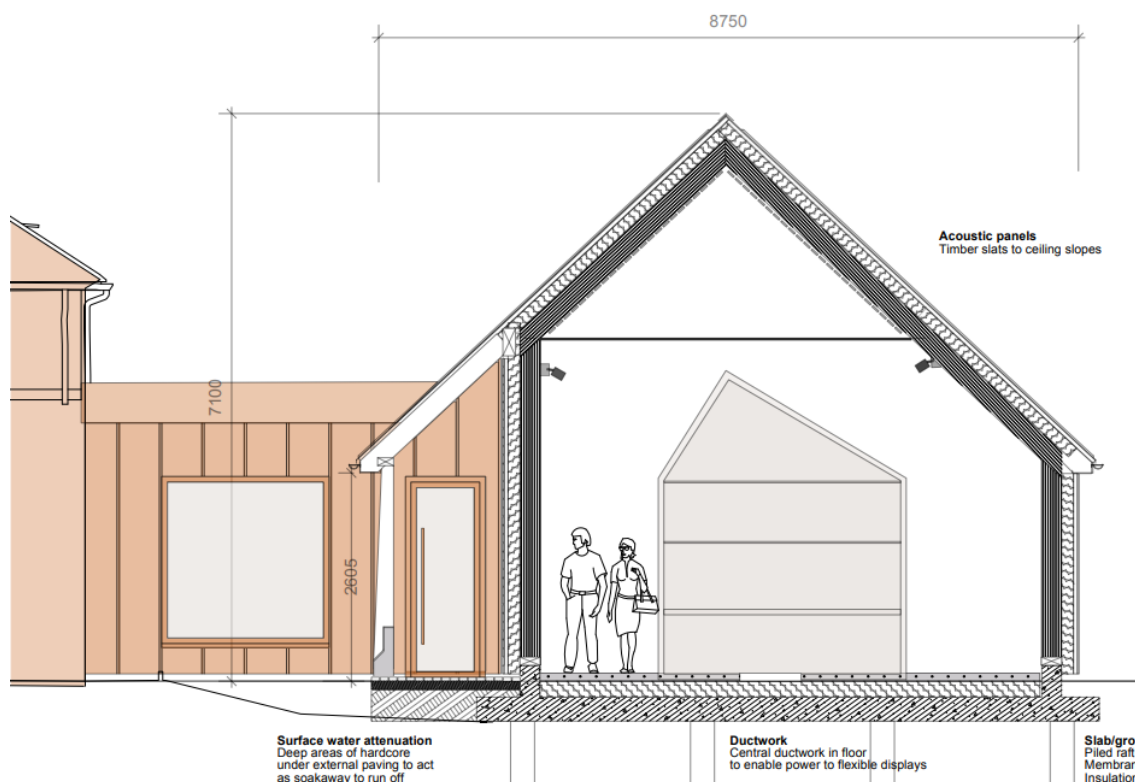
⁷ Copyright Firstsite Limited

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. These drawings were based on the original museum extension brief but can be easily adapted to show how a separate Arts and Culture Centre building would work. Design work will continue to reach sufficient detail for the next stage, full Planning application in August 2026. IMG6 is based on 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 - A9**.

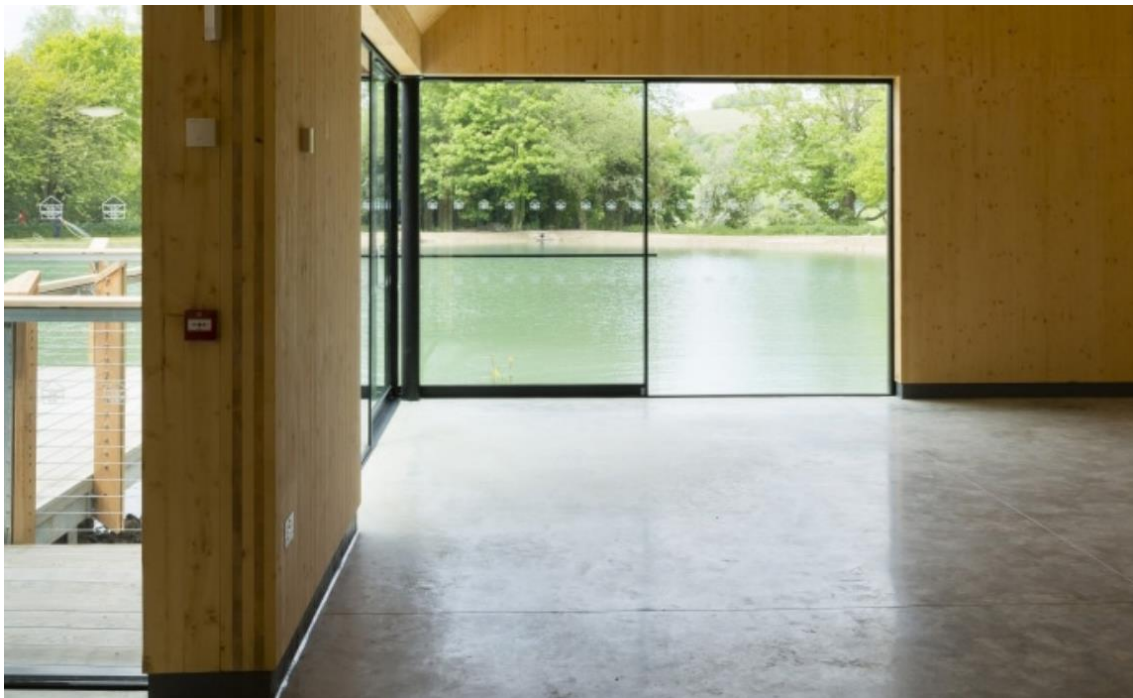
IMG 8 - Section through Exhibition space



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 2025	PPMP approved with this project as a potential project
12 June 2025	Strategy and Resources Committee considered a report to allocate budget to develop this project to RIBA Stage 2/3 with concept designs
October 2025	Concept Designs Presented to SAWG
November 2025	SAWG meeting focused on progressing concept design, and providing a steer on progressing of design
January 2026	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 A9**).

An additional SAWG meeting was held on 14 November 2025 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 and referenced in this document 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 was based on the recognition that for the site to be truly functional and answer to public feedback on the future of Promenade Park and its assets, it needs to provide a café, visitor centre

and modern flexible space for schools or other groups to use for events and generate income. Since that time, the results of a public engagement survey have demonstrated that a cafe is not a priority and that flexible community/gallery space is the preferred functionality. The original concept designs can be easily adapted to meet that requirement. The small and medium size schemes, 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 enhance the culture and heritage offer in the district. The NAAC will sit 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 SAWG has debated the economic benefits for this facility and determined that the overriding requirement is to provide a community space, 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 any income from community use should offset operational costs and SAWG recommended, 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 NACC, when considered alongside other improvements being delivered as part of the PPMP, is a logical 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 - A3**).

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 new building and refurbishment of the existing museum will enhance the Promenade Park asset, creating wider interest and attraction to the park. The new building will offer a modern flexible gallery, capable of being reorganised as a multi-use community space with a central visitor arrival hub. 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
Wider appeal to arts groups across Maldon and the district	Extended use, profile and visibility of the facility
Under cover café and seating, if demand requires	New provision, footfall
Improved museum exhibition facility, as a separate scheme	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	The measurable financial results will include - 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

Benefit	Potential Measure
	purposes, food preparation/retail, events or exhibitions etc)

Corporate Priorities

HOW THIS PROJECT SATISFIES OUR CORPORATE PRIORITIES		
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	- 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. Engagement with local stakeholders (e.g. schools, community groups etc).

Socio-Economic Case

Local Context

If the facility were to lead as a "Arts and Culture 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's recently approved Culture and Heritage Strategy identifies there is 'no major publicly-funded art gallery, theatre, performance venue or arts collaboration space (like an arts centre or studios). This limits the scope and scale of cultural programming across the district, but it also means that activity is very often community-focused and therefore accessible (or potentially so). Cultural activity takes places in many different spaces including village and church halls, pubs and breweries, libraries and in the open'. Delivery of the NACC would support the development and programming of arts and culture activities in the district.

The location is 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 Soultasia. Whilst the proposed NACC sits high above the water level the eastern corner provides glimpses of this estuary and the views towards Northey Island.

An Arts and Culture Centre with reference to heritage and the museum location 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, TripAdvisor⁸, 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).

A direct physical connection between the New Arts and Culture Centre and the museum building, would likely constrain the new building's ability to be seen as anything other than an extension of the Museum, making it difficult to physically transition to any other use. Museum artifacts are difficult to hide and reorganise therefore it seems unlikely that this part of the new building would ever be repurposed on a regular basis. The natural conclusion to this line of thought is that

⁸ THE 10 BEST Essex History Museums (2026) – Tripadvisor

the two buildings should be separate and provide distinct cultural and community offerings.

Financial Case - Breakdown & Analysis

This OBC seeks to approve the following actions and expenditure:

- Formation of the NACC Project Board (the Project Board) in accordance with the Terms of Reference, **Appendix 2 - A4**
- 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 - A4**
- Initial authorisation for the project team to proceed as far as FBC requiring a budget of up to **£327,200** in total, including contingency, and the costs for Stage 3 Planning Application by **end-August 2026** of **£97,000** (see table at Fig 1)
- Total funding package estimated as **£2.71m** 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 issues to Council where they fall outside of the Project Board Terms of Reference.
-

The following table simplifies and summarises how the required capital is apportioned at OBC stage (excluding amounts previously authorised for the concept design business case)

Fig. 1

Activity	Cost
Construction Cost	£1,952,000
Design & Project Management	£515,000
Contingencies	£237,000
Total	£2,703,000 (c. £2.71m)

With deeper analysis at a later stage, officers believe there could be 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£2.71m. 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 £97,000 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 26⁹**, detail the following:

- OBC Full Breakdown – full stage breakdown of the OBC costs
- 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 £2.71m. 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 £2.71m 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

⁹ Private and Confidential by Virtue of Section 4 Schedule 12A of the Local Government Act 1972 Paragraph 3 and found at Agenda Item 13.

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 - A4**. 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- A7**. 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 whilst cognisant of the LGR timetable, is not constrained by the LGR agenda due to take effect in April 2028. . The current programme indicates that it is possible to achieve completion and handover of the asset by the end of 2028 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- A7 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 to Council	2 nd July 2026
Stage 3 Planning Submission	3 rd August 2026
Stage 4 Design Procurement	End-October 2026
Planning Decision	1st November 2026
Stage 4 Technical Design	End-March 2027
Full Business Case Submission (following Stage 4 Design & Cost)	April 2027
Full Business Case Review (following 2027 Works Procurement & Cost recommendations)	October 2027
Contract Award	Nov 2027
Start on Site	November 2027
Completion & Handover	December 2028

The programme is subject to adjustment and update as new information arrives.

With regard to any project developed for the museum, the NACC works would require the partial closure of the museum to allow for demolition of the out-building and single storey extension, constraining the museum to the two-storey property. It is unlikely any work on refurbishing the museum, could take place until the site has been made safe circa mid 2028.

Procurement

The project team will work closely with the Council's Head of Procurement to develop an overall procurement strategy to support the project. Where possible, procurement frameworks¹⁰ will be utilised for efficiencies and delivery assurance.

Stakeholders and Communication Strategy

Within the OBC, a total of £10,000 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 approved 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. The public engagement exercise already undertaken should be extended during the planning process to build on the earlier engagement.

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.

¹⁰ 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:

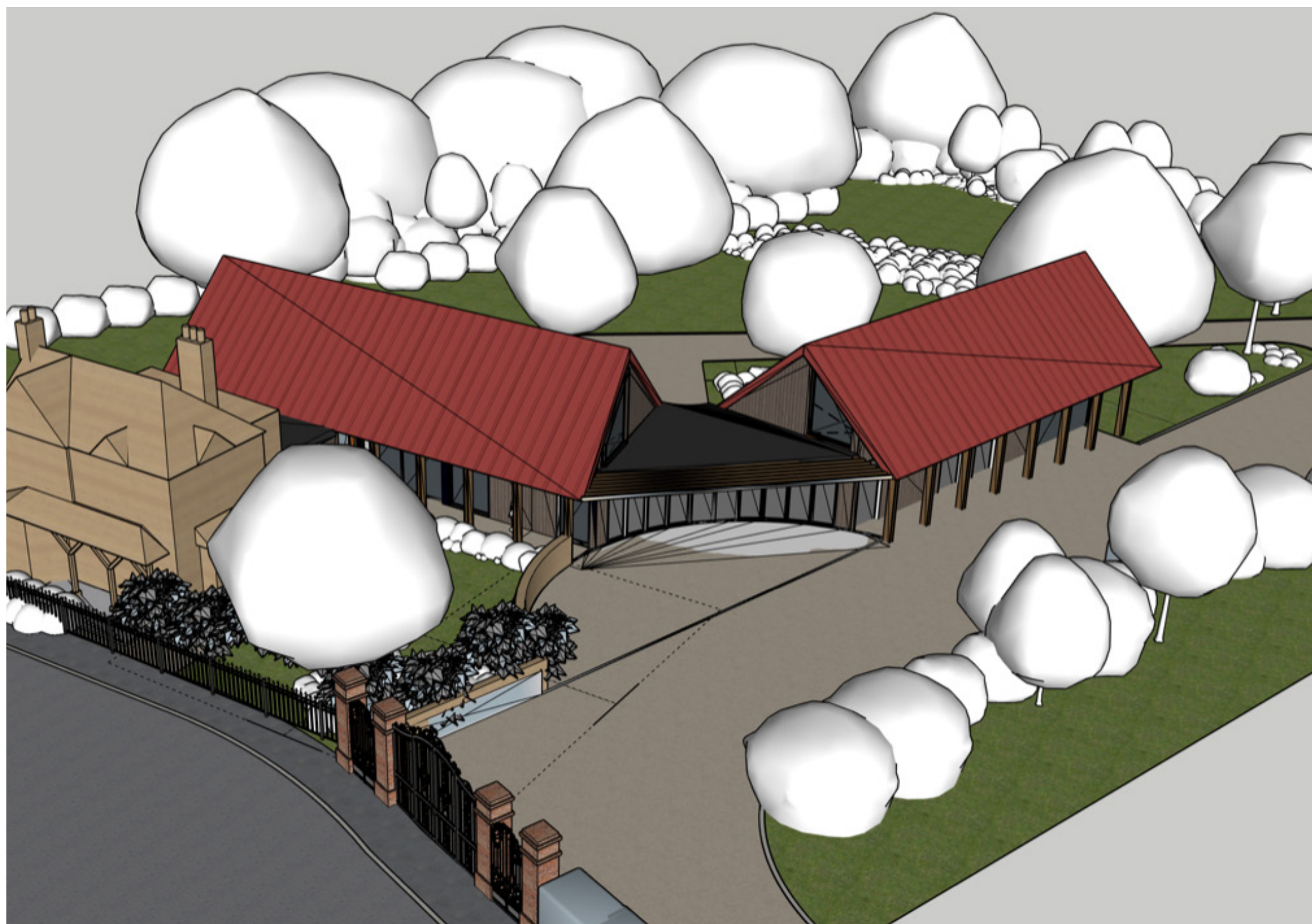
- A2 A25726 ABA Design Statement (images)
- A3 Economic Impact of Tourism - Maldon 2024 Report
- A4 Resource structure chart
- A5 Maldon Arts & Culture Centre Project Board Terms of Reference
- A6 Master Programme (Gantt Chart)
- A7 Risk Management Plan
- A8 2025 Concept Design Business Case
- A9 ABA Museum Presentation Concept Design November 25
- A10 Promenade Park Management Plan Project Delivery Design Catalogue
- A11 Public Engagement Survey Results

The following documents are attached at Agenda Item 15 to the Council agenda (2 July 2026) and are **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 Arts & Culture Centre - OBC Financial Breakdown REV_2 March 26
- A1 Detailed Construction / Cost Breakdown

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.

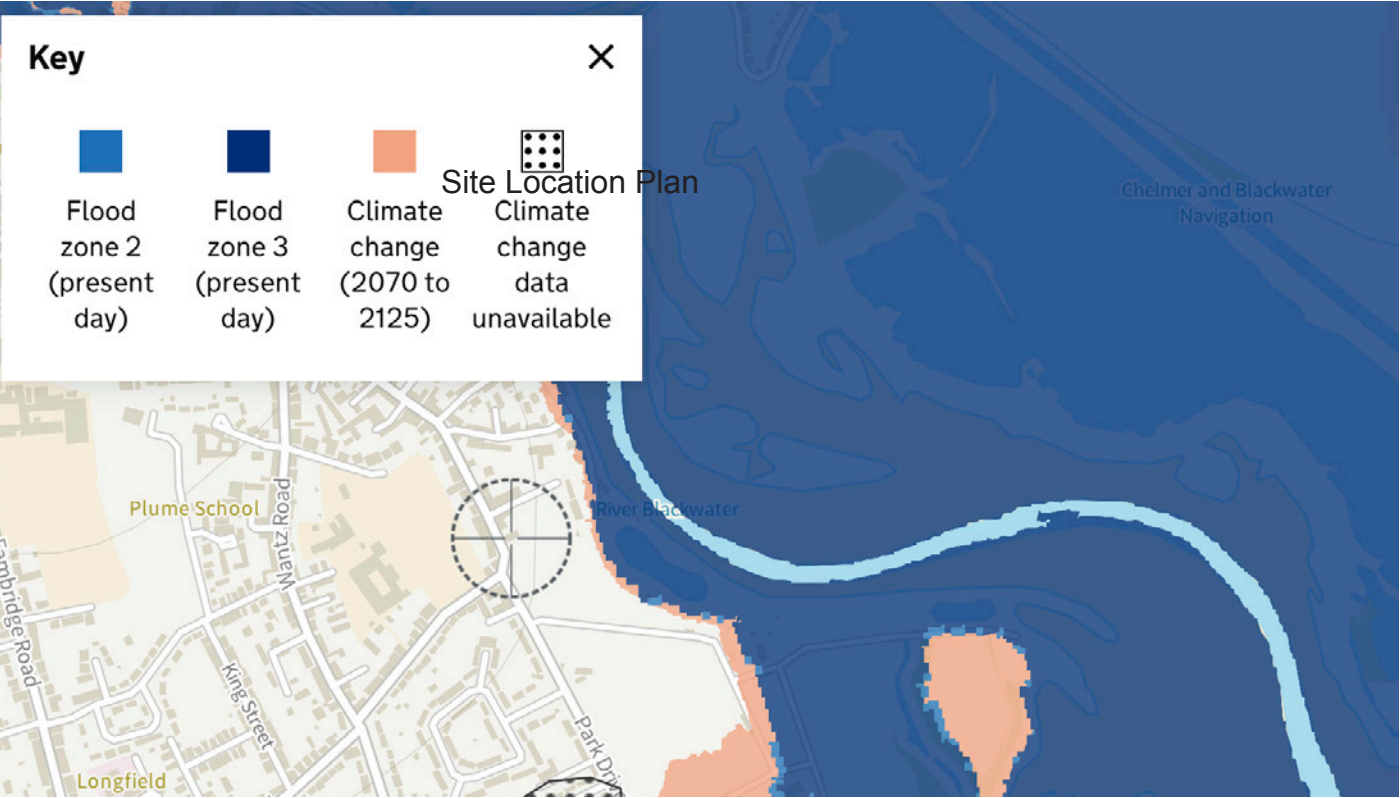
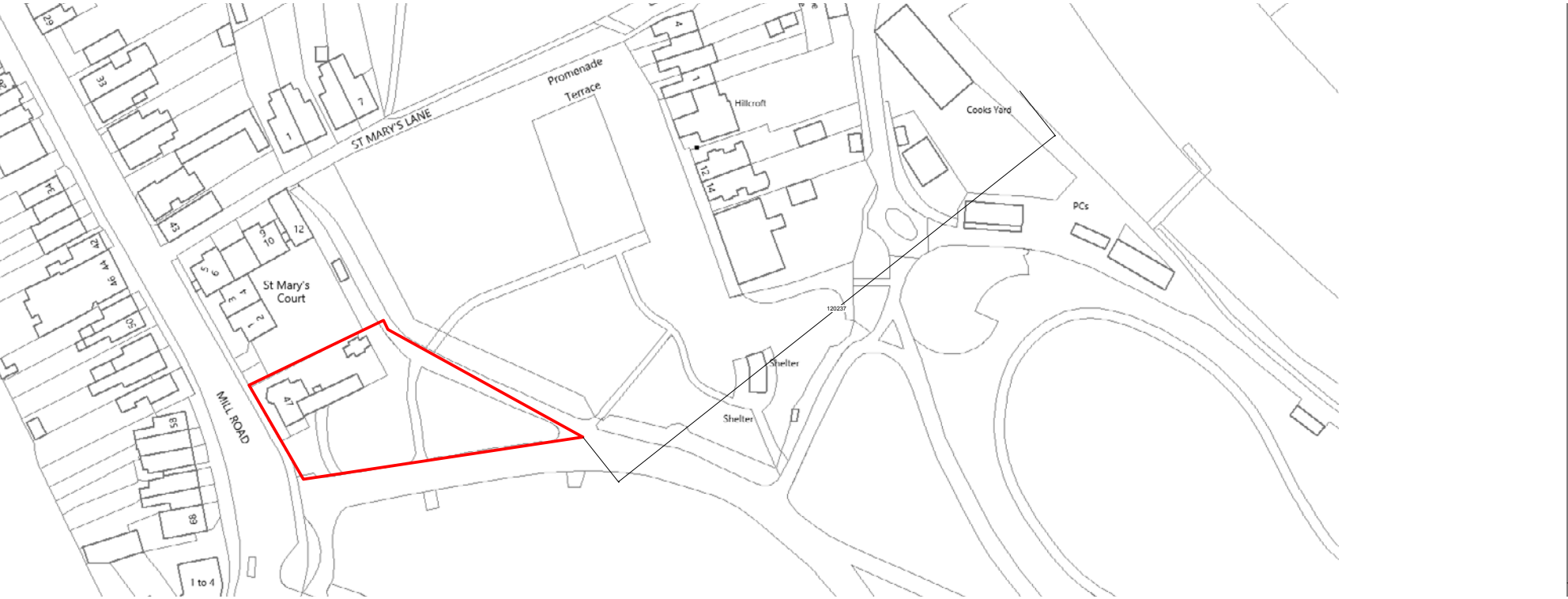
The site is approximately 120m from the river bank, 9m above sea level and approximately 5m above the level of the Quay. This location places the site outside the floodzone. The eastern corner of the south provides views through the park to the Blackwater Estuary, this view is known for its spectacular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

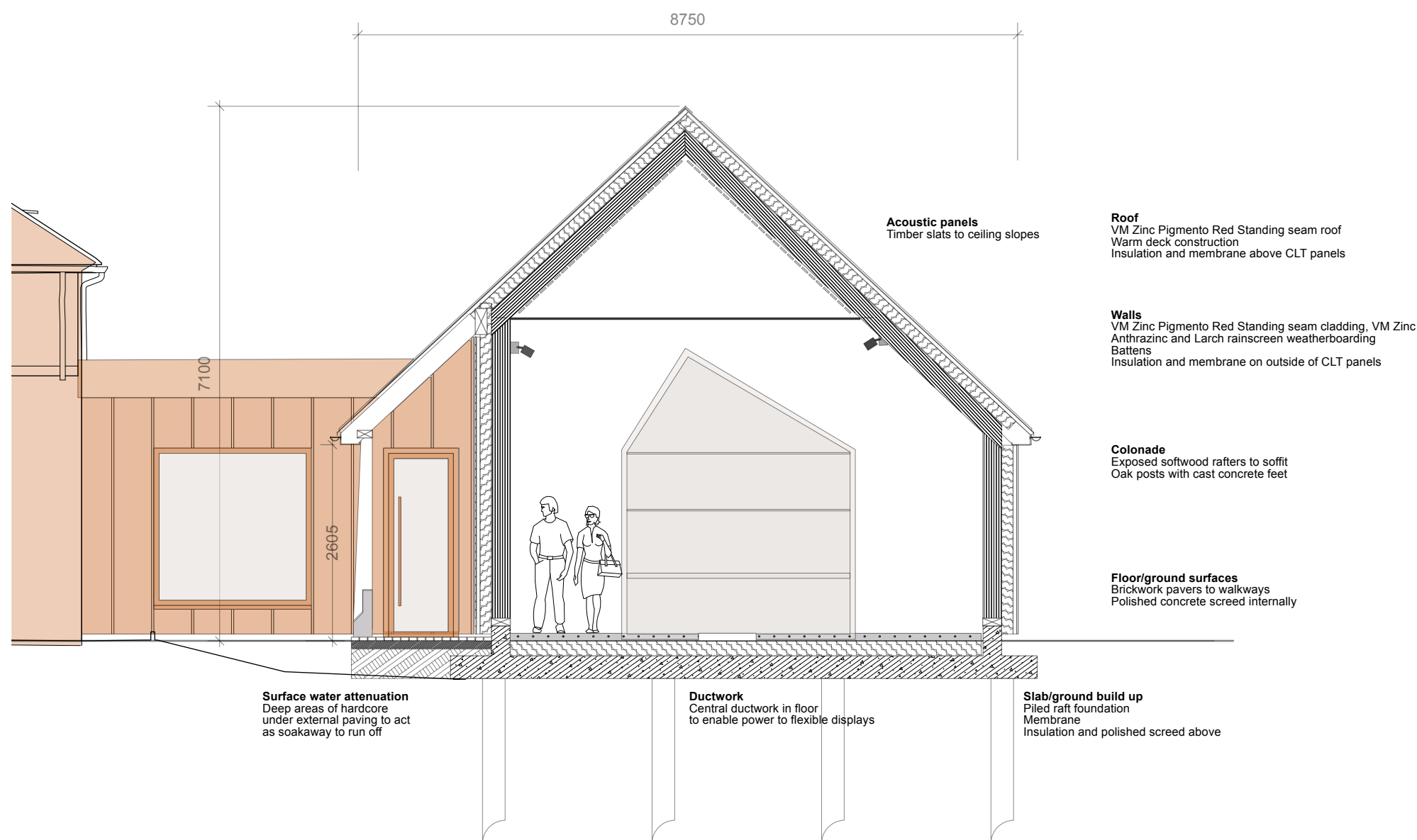
Comprising

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

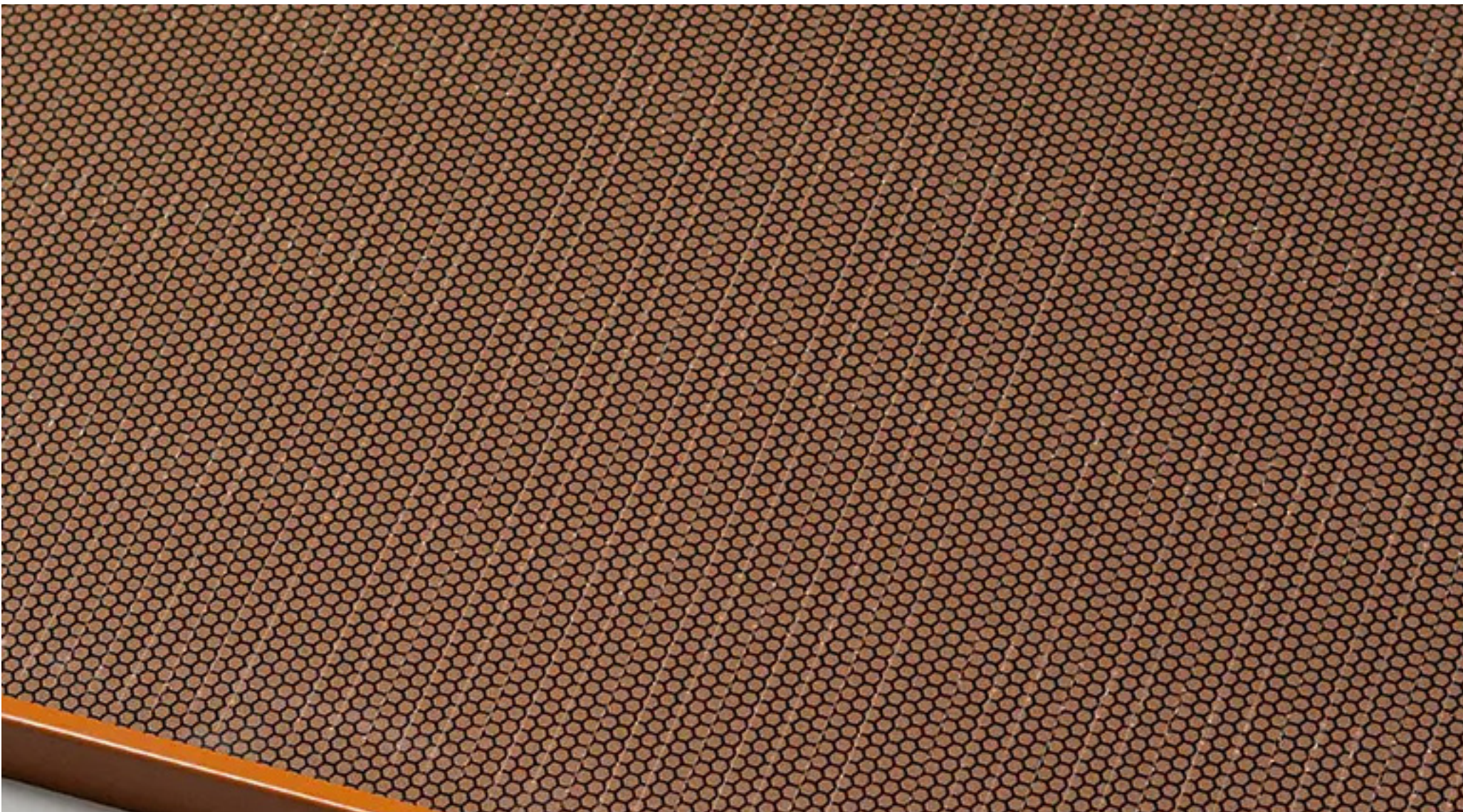
Triple glazed aluminium windows and doors



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

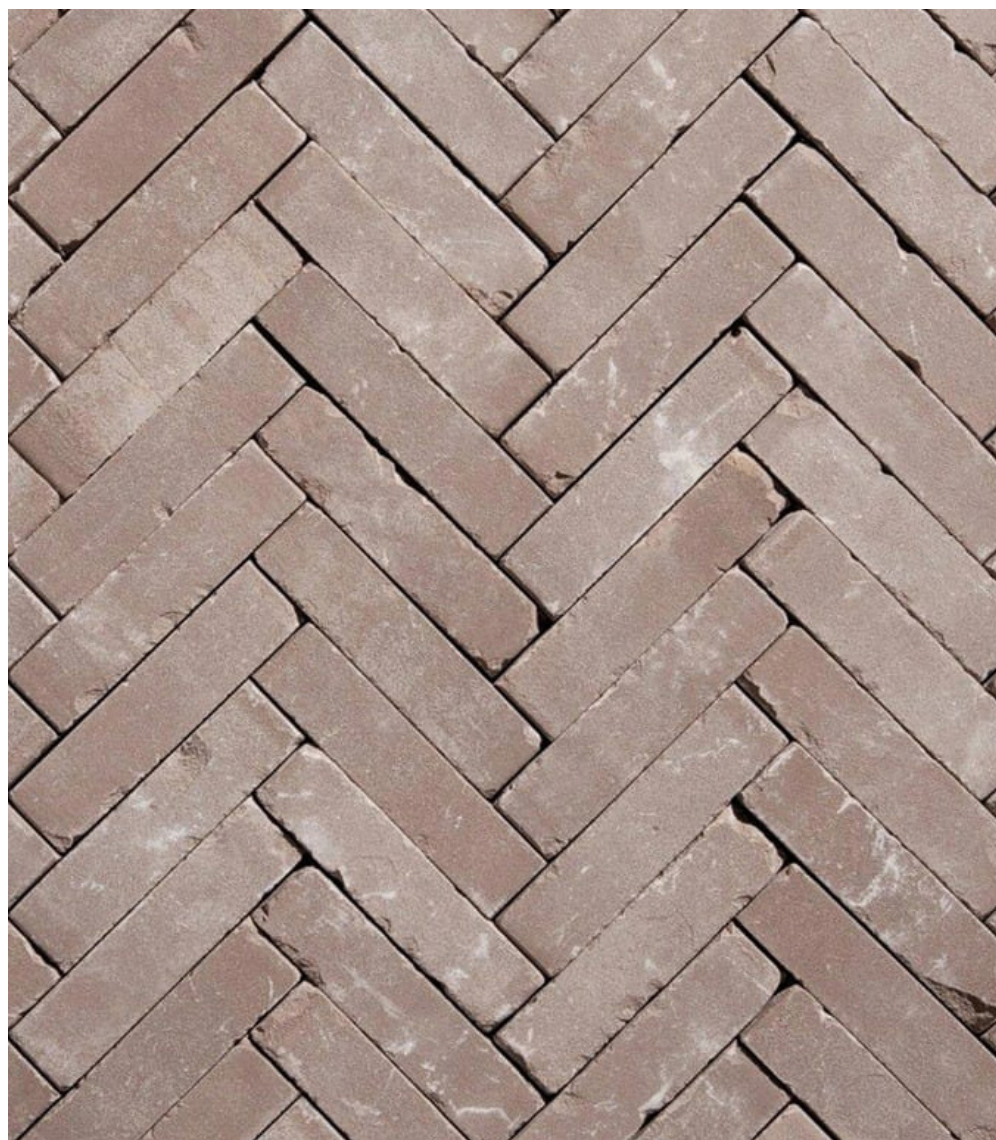


Landscaping

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.



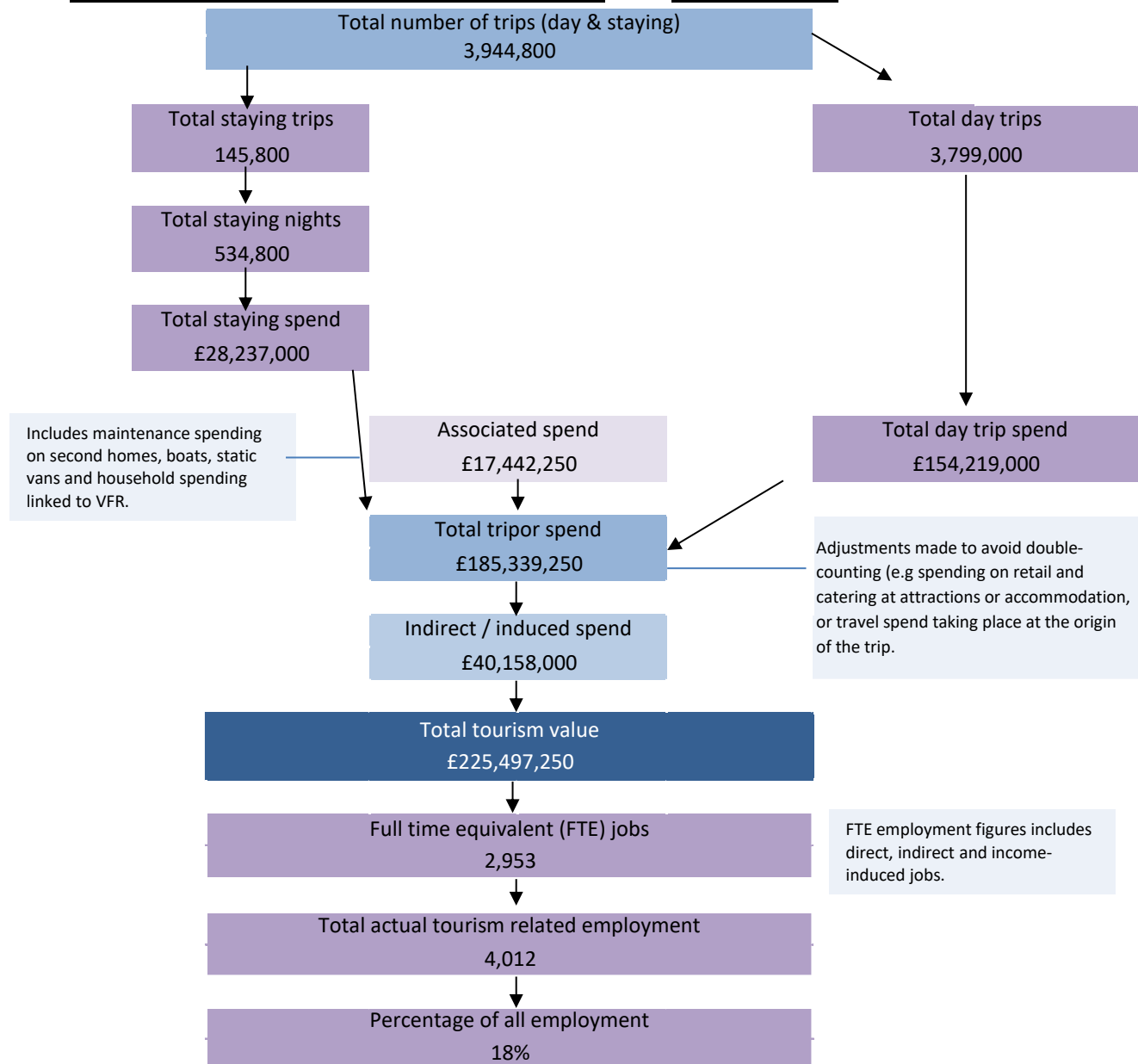


Produced by:

Destination Research
Sergi Jarques, Director

Economic Impact of Tourism
Maldon - 2024

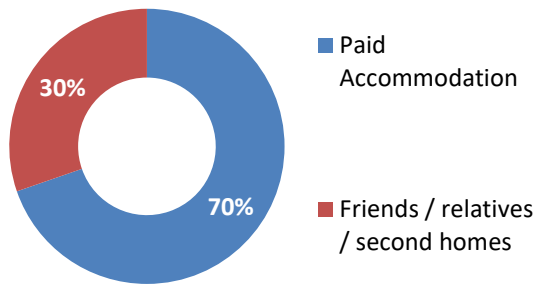
A3 - Economic Impact of Tourism - Maldon 2024 Report

Economic impact of tourism – Headline figures**Maldon - 2024****Economic impact of tourism – Year on year comparisons**

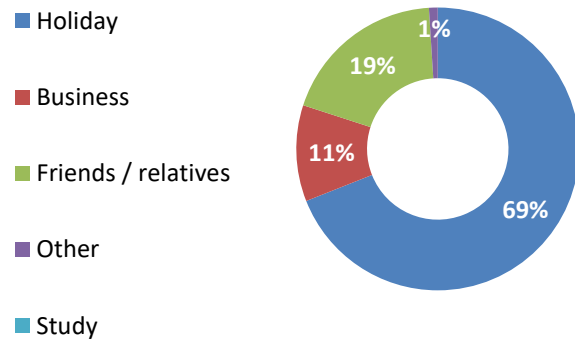
	2023	2024	Annual variation
Day Trips			
Day trips volume	3,926,000	3,799,000	-3%
Day trips value	£157,159,000	£154,219,000	-2%
Overnight trips			
Number of trips	142,800	145,800	2%
Number of nights	462,100	534,800	16%
Trip value	£20,984,000	£28,237,000	35%
Total value	£218,752,250	£225,497,250	3%
Actual 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%

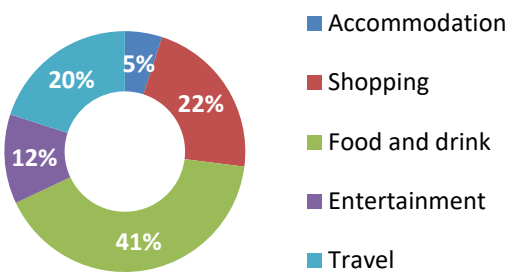
Type of accommodation



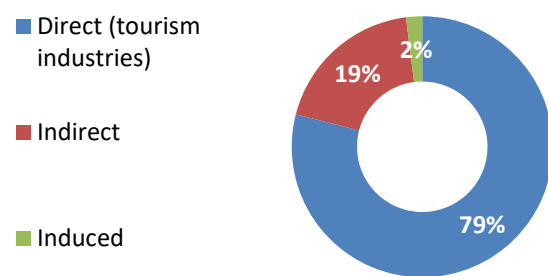
Trips by purpose



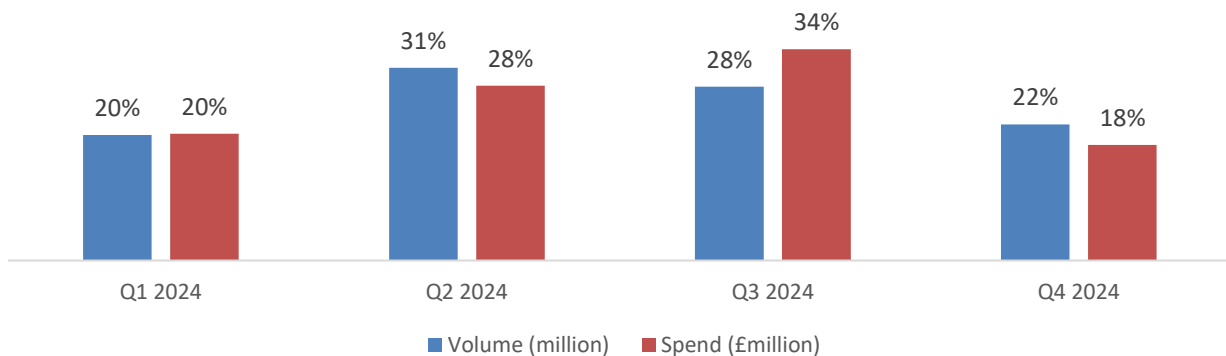
Breakdown of expenditure



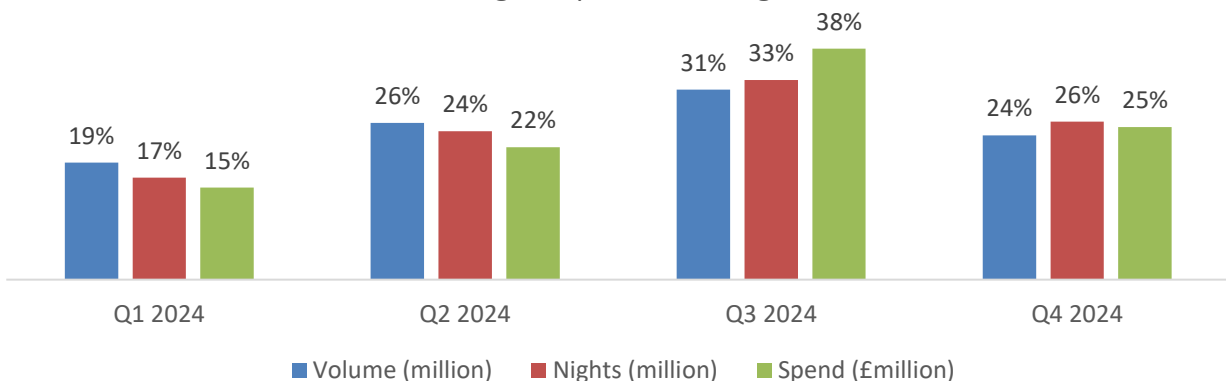
Type of employment



Tourism Day Trips - East of England



Overnight Trips - East of England



Contents	
<u>Contextual analysis</u>	5
<u>Volume of tourism</u>	8
Staying trips - Accommodation type	9
Trips by accommodation	
Nights by accommodation	
Spend by accommodation	
Staying trips - Purpose of trip	10
Trips by purpose	
Nights by purpose	
Spend by purpose	
Day trips	10
<u>Value of tourism</u>	11
Expenditure associated with trips	12
Direct expenditure associated with trips	
Other expenditure associated with tourism activity	
Direct turnover derived from trip expenditure	
Supplier and income induced turnover	
Total local business turnover supported by tourism activity	
<u>Employment</u>	14
Direct	15
Full time equivalent	
Estimated actual jobs	
Indirect & induced employment	15
Full time equivalent	
Estimated actual jobs	
Total jobs	16
Full time equivalent	
Estimated actual jobs	
Tourism jobs as a percentage of total employment	16
Appendix I - Cambridge Model methodology	18

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

APPENDIX 2

A3 - Economic Impact of Tourism - Maldon 2024 Report

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.

APPENDIX 2

A3 - Economic Impact of Tourism - Maldon 2024 Report

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

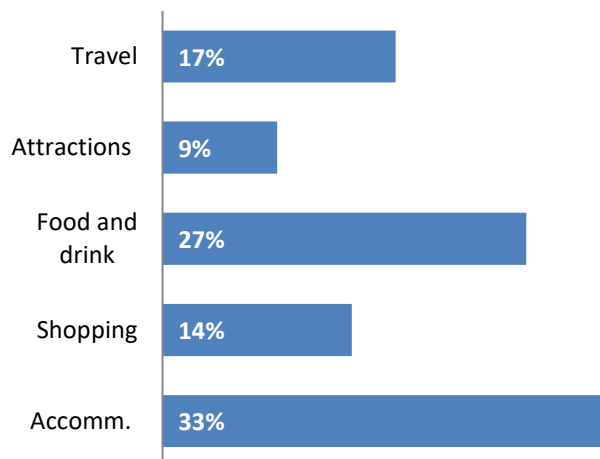
Maldon - 2024

Expenditure associated with trips:

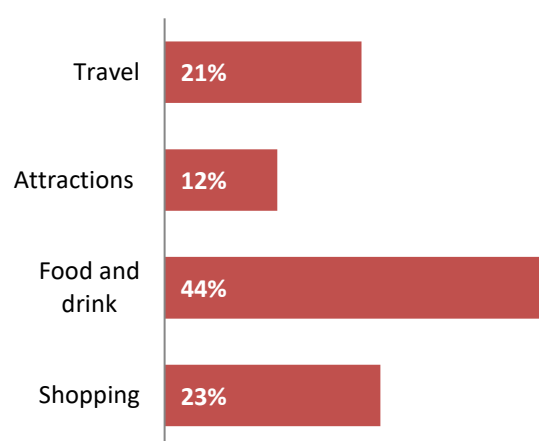
Direct expenditure associated with trips

	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%

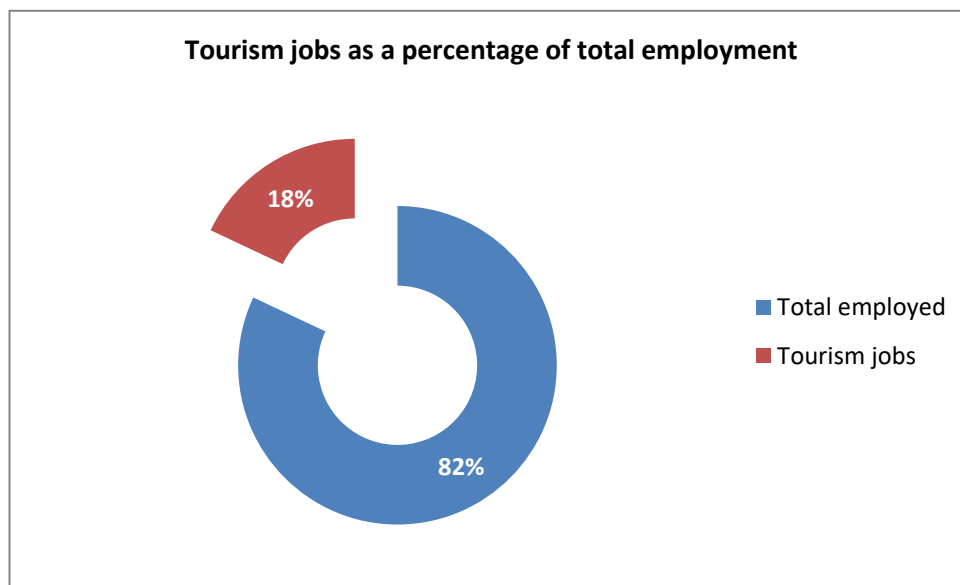
Total jobs

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	3,884
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:

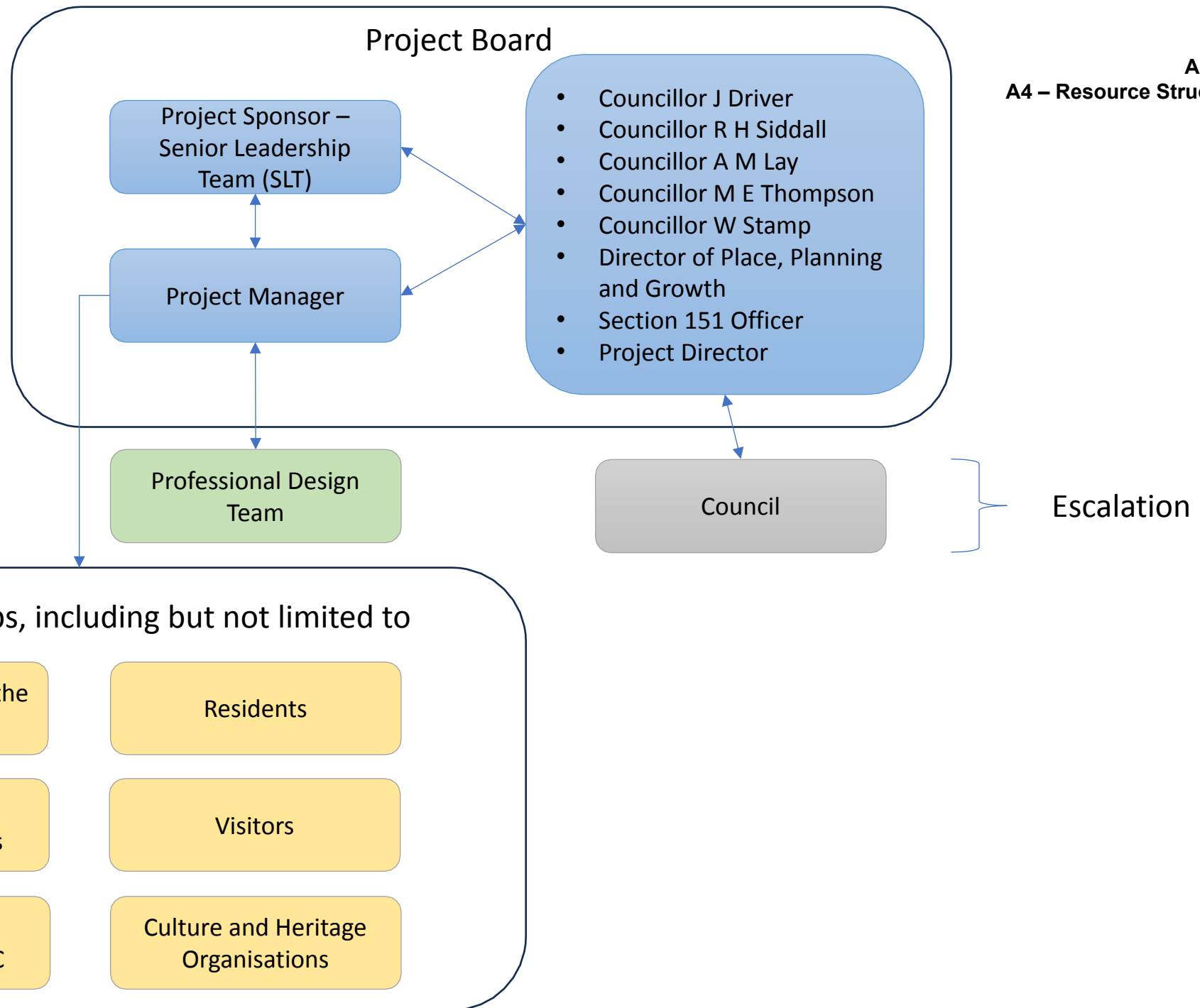


Registered in England No. 9096970
VAT Registration No. GB 192 3576 85

45 Colchester Road
Manningtree
CO11 2BA

Sergi Jarques
Director
Tel: 01206 392528
info@destinationresearch.co.uk
www.destinationresearch.co.uk

This page is intentionally left blank



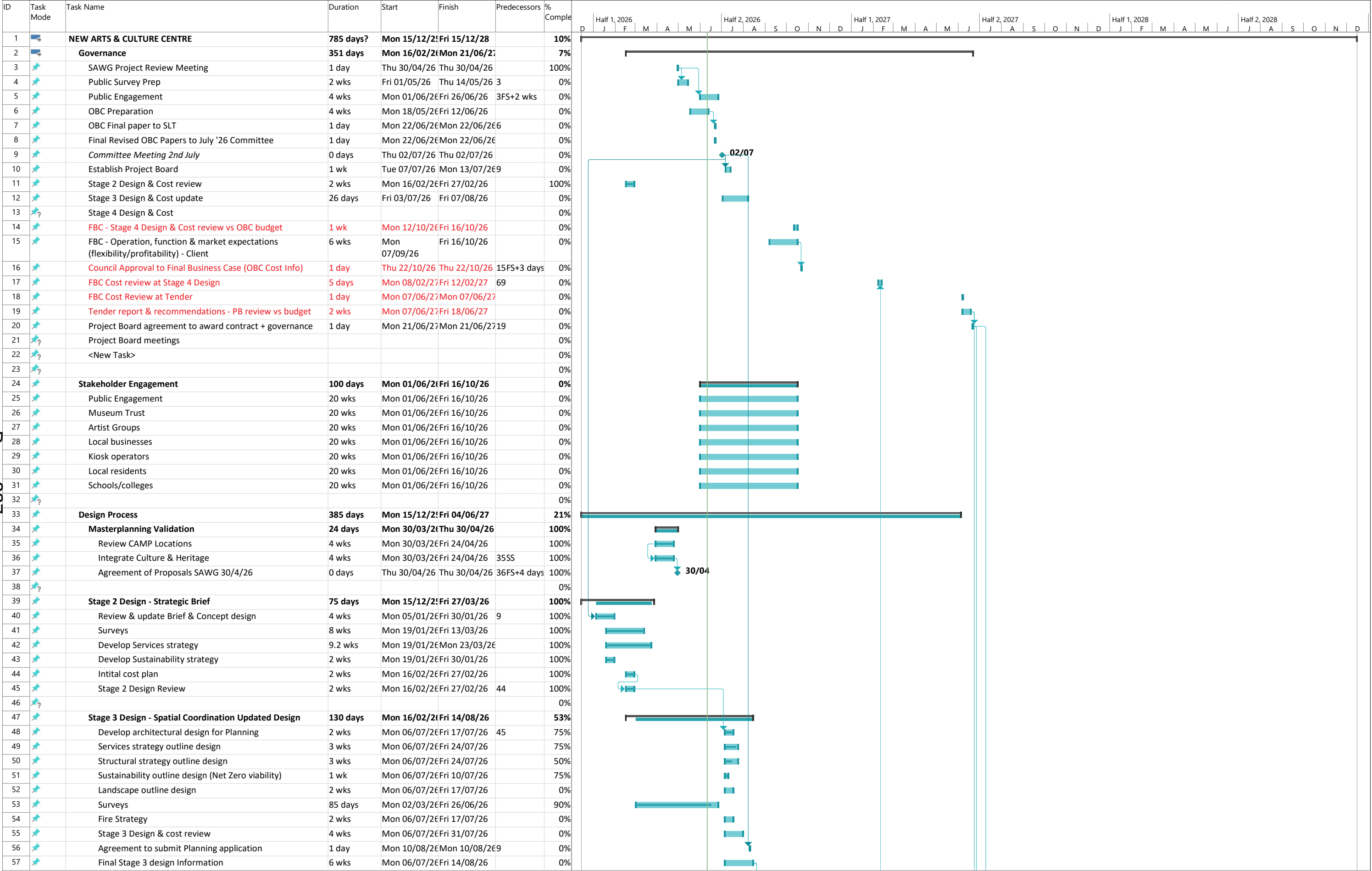
This page is intentionally left blank

A5 – Maldon Arts & Culture Centre Project Board Terms of Reference**MALDON DISTRICT COUNCIL****MALDON ARTS & CULTURE CENTRE PROJECTS BOARD – AGREED TERMS OF REFERENCE**

1. The initial membership of the Maldon New Arts & Culture Centre Projects Board (NACCPB) 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 2027 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.

A5 – Maldon Arts & Culture Centre 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



Project: New Arts & Culture Cen

Date: Thu 11/06/26

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

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	% Comple	Timeline																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
								Half 1, 2026					Half 2, 2026					Half 1, 2027					Half 2, 2027					Half 1, 2028					Half 2, 2028																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
58							0%	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
59		Stage 4 Detailed Design	210 days	Mon 17/08/26	Fri 04/06/27		0%																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																

New Arts and Culture Centre - Project Strategic Risk Management Plan

UPDATE - JUNE 2026

[illegible]

This page is intentionally left blank

Maldon District Council - New Project, Programme or Portfolios



Business Case

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

1.	REASON FOR CHANGE
1.1	Summary of Key Issues or opportunity
	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. In addition to the above CAMP identified a Maritime Heritage Centre could be developed in Maldon's historical Hythe Quay. 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. 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. 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. The development of buildings at Hythe Quay will offer significant improvements to existing asset that will benefit a wide range of stakeholders; It will utilise the "old classroom" for community use and create space for events and educational purposes. 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. 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. 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

A9 – 2025 Concept Design Business Case

	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 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
1.2	A brief description of the project or the change Single storey extension to side and rear of Prom Lodge (Museum building) to house... • the new Visitors Centre • improved museum exhibition space • new indoor seated restaurant 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. 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. 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. 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. 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. <u>The intention of this project is to consider the following:</u> • 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.

APPENDIX 2
A9 – 2025 Concept Design Business Case

	The final project brief will have further input from the Strategic Assets Working Group. <u>This business case is to fund the project for concept designs and stakeholder engagement only</u> 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. <u>The deliverables for this stage of the project are:</u> • Concept design • Stakeholder consultation <u>Proposed project budget for this phase is: £48,000</u> • This is on delivery of nine concept designs, member engagement and public consultation with the option to progress three designs to detailed design stage. • No surveys will be conducted as part of this phase • Contingency has been included to allow for changes to be made throughout the design phase.		
1.3	Implications – positive and negative		
	<table border="1"> <tr> <td data-bbox="252 857 459 1178">Impact on Customers:</td><td data-bbox="459 857 1487 1178"> Positive – • Opportunity to be consulted upon a prospective project within the Park and contribute to its early development • Intended project expected to provide indoor seated restaurant for Visitors as recent visitor feedback has indicated • Improved museum attraction for leisure and education purposes • Providing a defined Park ‘welcome’ point and to assist visitors with Park orienteering and wayfinding. </td></tr> </table>	Impact on Customers:	Positive – • 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 Customers:	Positive – • 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.		
	<table border="1"> <tr> <td data-bbox="252 1178 459 1240">Impact on Equalities</td><td data-bbox="459 1178 1487 1240">N/A (Not Applicable)</td></tr> </table>	Impact on Equalities	N/A (Not Applicable)
Impact on Equalities	N/A (Not Applicable)		
	<table border="1"> <tr> <td data-bbox="252 1240 459 1713">Impact on Risk (including fraud)</td><td data-bbox="459 1240 1487 1713"> • 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 </td></tr> </table>	Impact on Risk (including fraud)	• 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 Risk (including fraud)	• 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		
	<table border="1"> <tr> <td data-bbox="252 1713 459 1953"> Impact on Resources a) Financial b) Staff </td><td data-bbox="459 1713 1487 1953"> Financial – 1. Significant investment to develop Concept scheme without assurance on delivery. Staff – 1. Impact on existing resources to support project to Concept scheme and to conduct stakeholder consultation </td></tr> </table>	Impact on Resources a) Financial b) Staff	Financial – 1. Significant investment to develop Concept scheme without assurance on delivery. Staff – 1. Impact on existing resources to support project to Concept scheme and to conduct stakeholder consultation
Impact on Resources a) Financial b) Staff	Financial – 1. Significant investment to develop Concept scheme without assurance on delivery. Staff – 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) - Investing in our District - Growing Our Economy - Supporting our communities
	Positive ROI	This phase of the project will not deliver a ROI.
2	BUSINESS OPTIONS	
2.1	Option 1	“Do Nothing” continue for the building to operate as a museum in its current format. - This presents the council with an on-going maintenance liability. - The museum continues to operate but lacks any significant investment to improve visitor numbers or generate income to off-set on-going expenses. - The Asset continues to operate at a loss
	Option 2	Concept design & Stakeholder Consultation Maldon District Council (MDC) funds the concept design, review & consider options with feedback provided via public engagement and councillor forums. If a preferred design is identified this can be taken forward as a fully costed business case and can progress into the delivery phase of the project.
2.2	Recommended option	Option 2 Complete project as set out in 1.2
OPTIONAL TEMPLATE: Option comparison template.xlsx		
3	KEY DELIVERABLES (SMART) <i>For example; cleansed data, online payments, new service system</i>	
	Deliverable 1	Concept design approved (Design team appointed, site information/surveys completed, design developed and approved)
	Deliverable 2	Stakeholder consultation completed (Appointment of communication consultant, development of stakeholder map and consultation strategy, Engagement events held/feedback captured / Analysis conducted)
	Deliverable 3	Outline Business Case decision determined (Proposal for Next phase development / funding)
4	BENEFITS	
4.1	Financial Benefits	No direct return on investment for this phase
4.2	Non-Financial Benefits	- 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	- 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.

APPENDIX 2
A9 – 2025 Concept Design Business Case

A6 - 2025 Concept Design Business Case																															
5 RISKS AND ASSUMPTIONS																															
5.1	Risk and Response Plan	MANDATORY PLEASE COMPLETE: RISK MANAGEMENT PLAN TEMPLATE																													
5.2	Assumptions	Capacity within existing MDC Resources to support project delivery in addition to Project Manager e.g. Parks, Assets, SPG, Commercial, Procurement, Corporate Leadership Team (CLT) etc.																													
6 FUNDING AND EXPENSES																															
6.1	Funding	It is anticipated that this project will be funded from the council's transformation reserve as part of a portfolio of development projects for Maldon's Promenade Park (aligned with the prom park management plan)																													
6.2	Expenses	<table><tr><td></td><td>Design Options</td><td>Final Design & building layout</td><td>Stakeholder engagement and public consultation</td><td>Contingency</td></tr><tr><td>Budget</td><td>6,000</td><td>5,000</td><td>3,000</td><td>2,000</td></tr><tr><td>Intermediate</td><td>6,000</td><td>5,000</td><td>3,000</td><td>2,000</td></tr><tr><td>High-end</td><td>6,000</td><td>5,000</td><td>3,000</td><td>2,000</td></tr><tr><td></td><td>18,000</td><td>15,000</td><td>9,000</td><td>6,000</td></tr></table> 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). A contingency of £6k provides for any issues arising.						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
	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																											
7 TIMESCALE																															
7.1	Milestones	12month programme 2025: - 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: - Define Project Brief - Oct: Design period/Stakeholder Consultation Planning - Nov: Concept scheme developed (inc. High level Cost plan) 2026: - Jan: Final designs approved - Feb: Stakeholder engagement rollout - Mar/Apr: Feedback analysis - May: Member decision																													
Optional Template: Gantt Chart Template.xlsx																															
8 STAKEHOLDERS																															
8.1	List of Stakeholders	Elected Members Existing Prom Park Food outlets Park visitors Neighbouring residents Maldon High St/ neighbouring businesses																													

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> • 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	• Architect • Quantity Surveyor • Structural Engineer • Heritage Consultant • Surveyors (various) • Communication Consultant															
10	PROCUREMENT																
Do you need to undergo the procurement process?																	
<table border="1"> <thead> <tr> <th>Total Contract Value* (Whole Life Cost)</th><th>Summary of requirement for contracts</th><th>Engage Procurement ?</th></tr> </thead> <tbody> <tr> <td>Under £5,000</td><td>Obtain at least one written quote</td><td style="text-align: center;">✗</td></tr> <tr> <td>£5,001 to £50,000</td><td>Obtain at least three written quotes (except where a contract or framework exists)</td><td 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	✗															
£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)	✓															
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	• Providing improved premises for the Museum and secure longevity at their chosen location within the park.
	Investing in our district	• 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	• 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	• Using environmentally considerate materials • Being mindful of impact on the ecology within the park and taking action to protect this
	Delivering good quality services	• Investing in the Parks assets for future use • Modernising our assets to ensure they remain fit for purpose

This page is intentionally left blank

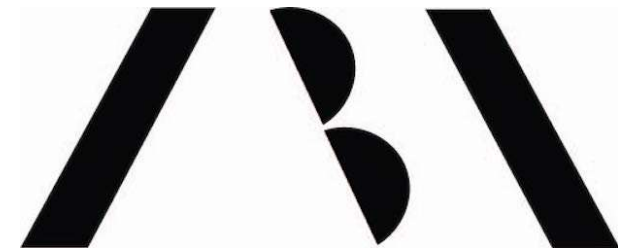
Prom Park Museum Extension Concept Design + SH Consultation Proposal

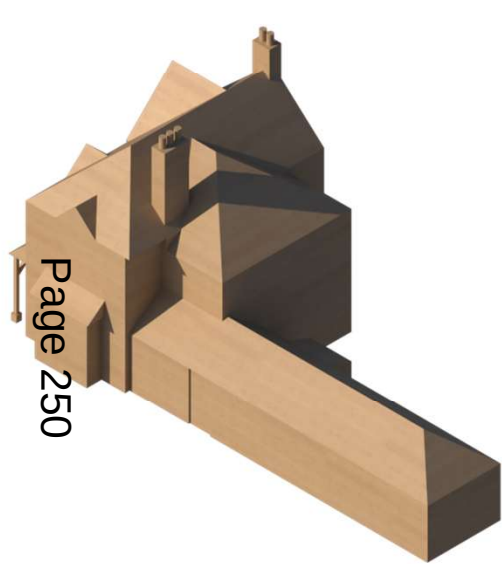


Page 249

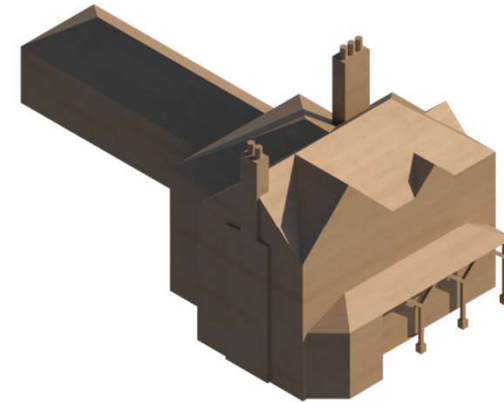
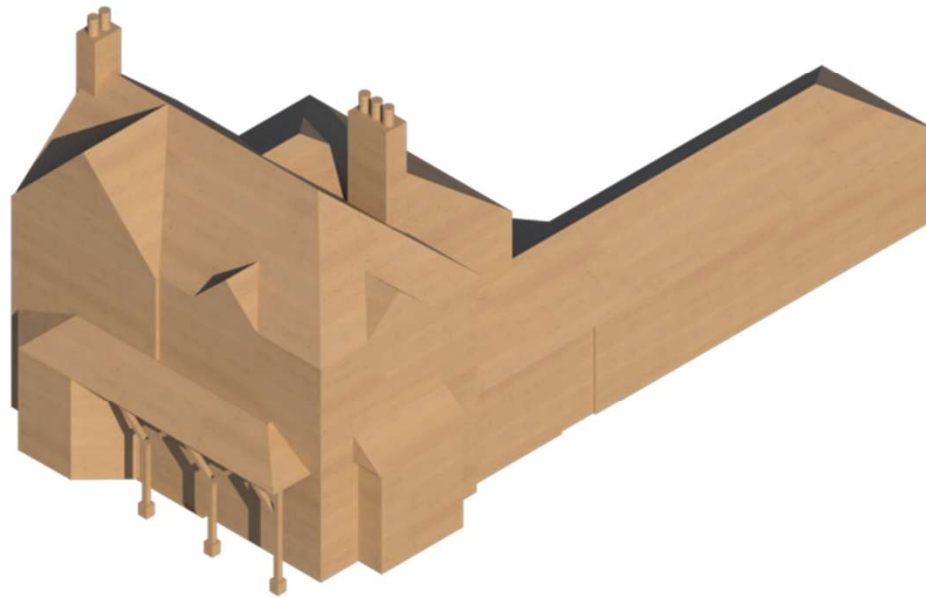
Prom Park Museum Extension Concept Design
SKETCH DESIGN

14 November 2025

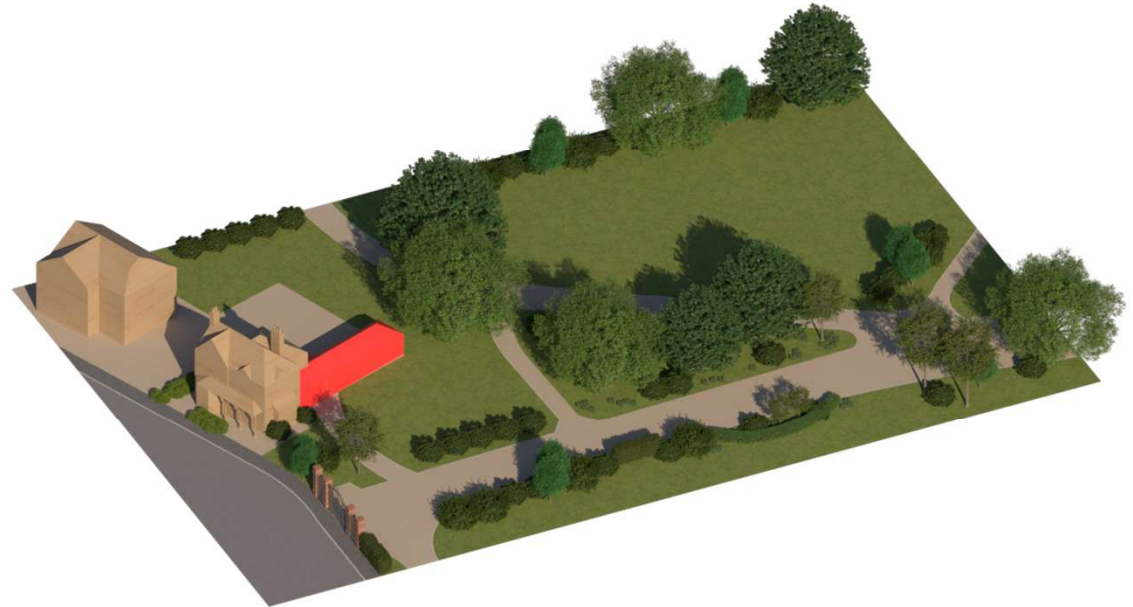
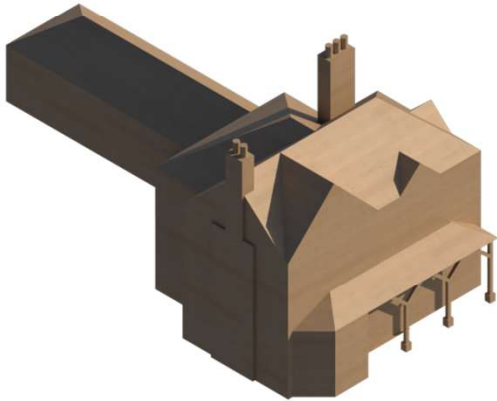




Page 250



EXISTING BUILDING

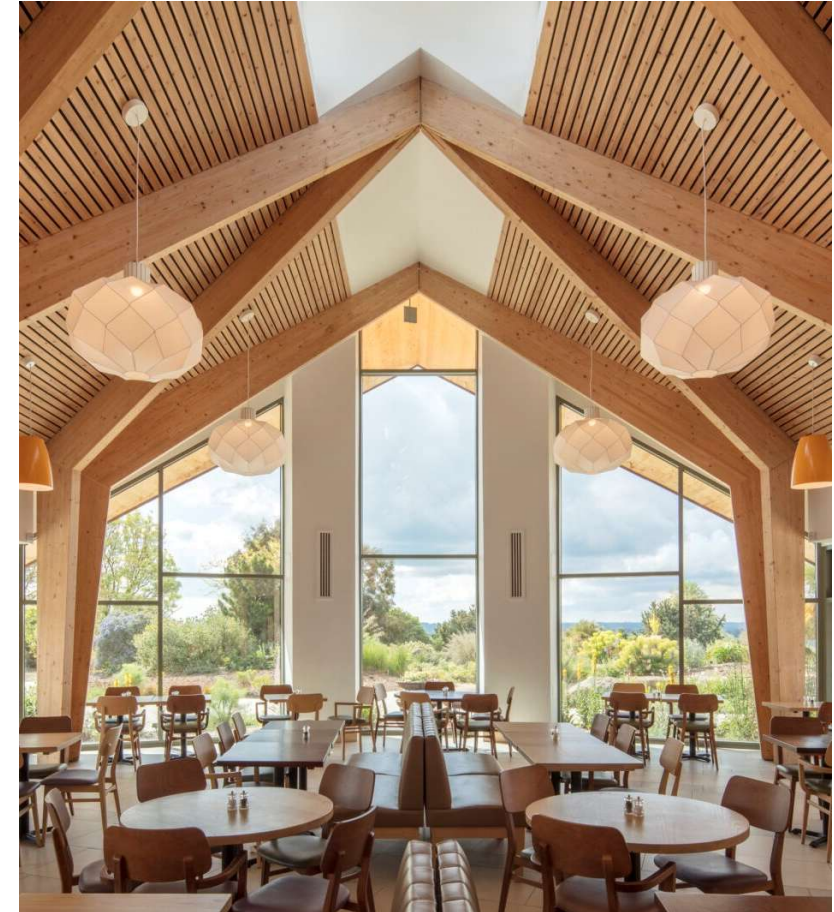


WHAT TO REMOVE



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





Vaulted rooms connected by collonade





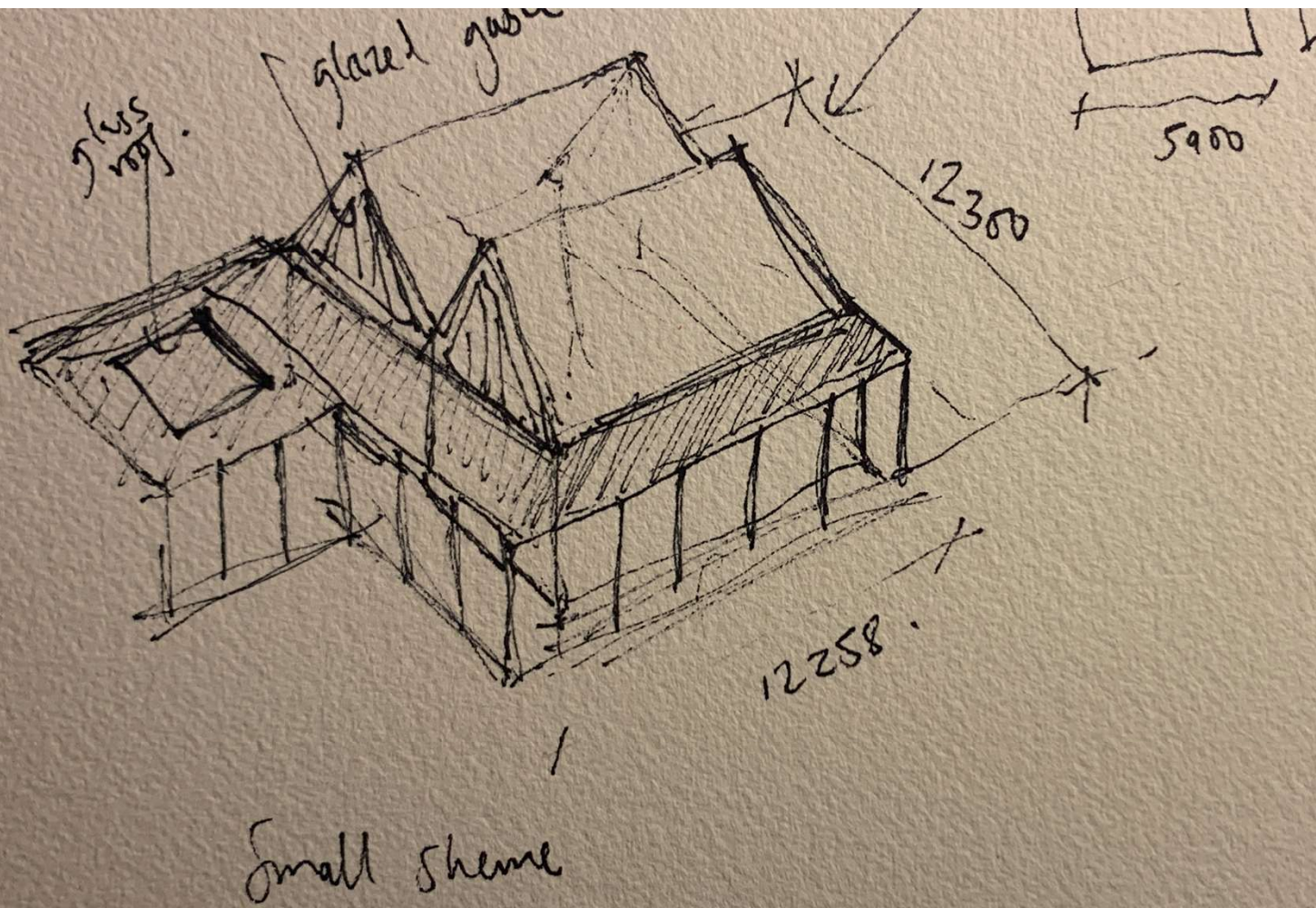
MALDON DISTRICT COUNCIL- CLIMATE EMERGENCY



**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



SMALL

SMALL



Total New
Build GIA
118m²
Covered areas
40m²



SMALL

**SMALL**



SMALL

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

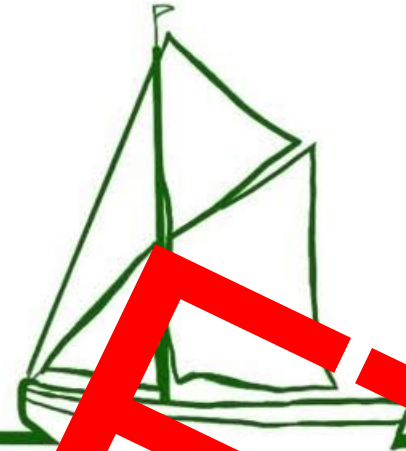
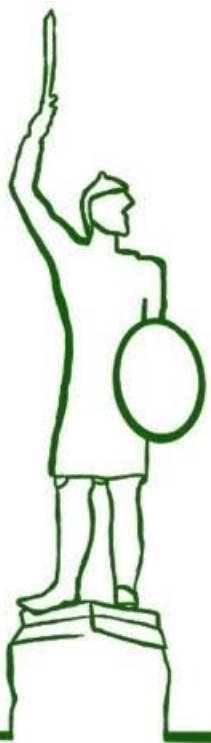


This page is intentionally left blank

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.

A10 – Promenade Park Management Plan Project Delivery Design Catalogue

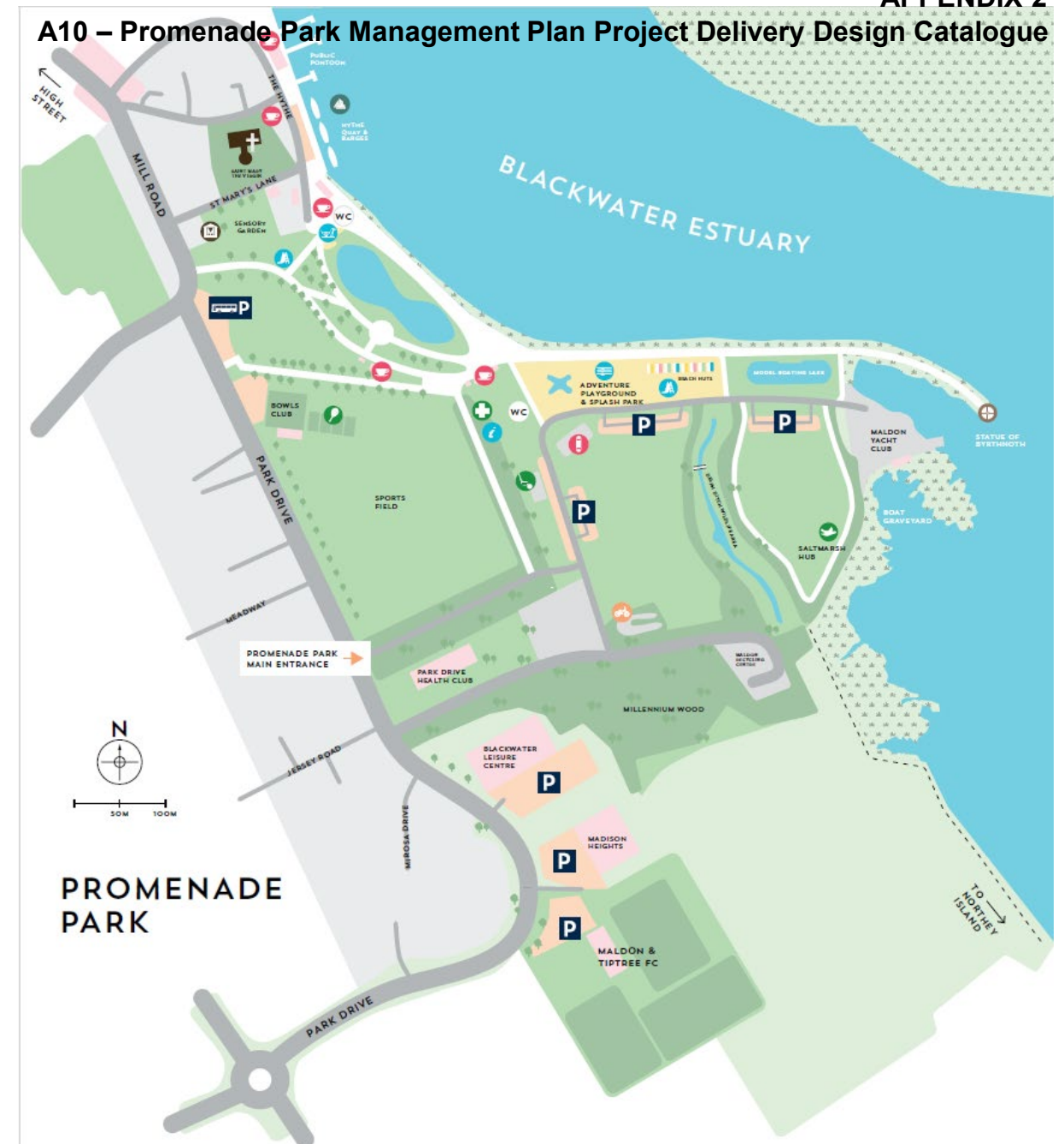
2. Park Context & Vision

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.

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 1

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 bostyards 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

Riverside Park Skate Park



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 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)**.

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.

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.



@MaldonDC



@MaldonDistrictCouncil

Social media information



Visit Maldon District logo

Main text area

Stylised artwork relevant to asset

Additional safety and feedback information

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.

7. Safety & Risk Management

- **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...		

This page is intentionally left blank

Maldon Museum and Potential Arts & Culture Centre

Public Engagement Survey – Interim Report

Date: June 2026

Status: Interim Report (final report to be published post 26 June 2026)

Executive Summary

This interim report presents findings from public engagement on the future of Maldon Museum and the potential development of an Arts & Culture Centre. A total of 396 responses were received, providing a strong evidence base to inform early thinking.

Overall, the results indicate broad support for taking action, alongside mixed and conditional views on the scale and type of development.

A clear majority (96%) favour some form of intervention, whether through repairs to the existing museum, development of an Arts & Culture Centre, or a smaller-scale solution. Only a small minority (4%) support doing nothing, demonstrating a shared recognition that the current position is not sustainable in the long term.

The survey shows a broad but not definitive level of support for an Arts & Culture Centre. Approximately 49% of respondents support the proposal, while 30% oppose it and 21% remain unsure. In addition, the most commonly selected single option (35%) is to explore an Arts & Culture Centre, although a comparable proportion (32%) prioritise investment in the existing museum. This indicates that public opinion is finely balanced between enhancement and expansion.

Levels of concern about the future of Maldon Museum are high, with 77% of respondents expressing concern about potential closure if no action is taken. This concern underpins the overall support for intervention and highlights the importance of securing the museum's long-term future.

Feedback also demonstrates that support for any new development is conditional on key factors, particularly:

- Clear evidence of community benefit
- Transparent information on capital and ongoing costs
- Assurance that proposals are appropriate in scale and sensitive to the Promenade Park setting

Qualitative responses reinforce these findings. There is strong attachment to the existing museum and its heritage value, alongside interest in expanding cultural and community use. However, there are also consistent concerns regarding value for

money, potential over-development, and the need to balance new provision with existing assets and wider community priorities.

In summary, the survey indicates:

- A clear mandate to take action to secure the future of Maldon Museum
- Balanced views on how this should be delivered, with support for both enhancement of the existing museum and exploration of a wider cultural facility
- Conditional support for an Arts & Culture Centre, dependent on further detail and reassurance

These findings provide a sound basis for progressing to the next stage of options development, with a focus on refining proposals, addressing key concerns, and maintaining transparent ongoing engagement with the community.

1. Purpose of Report

The purpose of this interim report is to:

- Present headline findings from the public survey
- Identify key themes and priorities
- Inform the next stage of feasibility and options development
- Provide direction for further engagement and decision-making

This is not a final options appraisal.

2. Engagement Overview

Table 1: Engagement Summary

Item	Detail
Engagement method	Online public survey
Number of responses	396
Target audience	Residents, visitors, museum users, wider community
Engagement status	Closed / analysis ongoing

3. Headline Findings

3.1 Appetite for Action

Table 2: Preferred Overall Direction

Option	% of respondents
Explore an Arts & Culture Centre	35%
Repair and invest in existing museum	32%
Smaller-scale intervention	23%
Do nothing	4%

3.2 Concern About Potential Closure of Maldon Museum

Table 3: Level of Concern if No Action is Taken

Level of concern	% of respondents
Very or somewhat concerned	77%
Not very concerned	15%
Not at all concerned	8%
Total	100%

4. Views on an Arts & Culture Centre

4.1 Overall Support

Table 4: Support for an Arts & Culture Centre

Response	%
Support	49%
Oppose	30%
Unsure	21%

4.2 Key Concerns Raised

Table 5: Main Concerns

Concern	%
Cost / value for money	33%
Impact on Promenade Park	20%
Lack of sufficient information	19%

4.3 What Would Increase Confidence

Table 6: Factors That Would Increase Confidence

Factor	%
Clearer community benefits	41%
More information on costs and funding	33%
Clearer delivery timescales	Lower proportion

5. Community Priorities if Proposals Progress

Table 7: Priority Areas

Priority	Relative strength
Repairs to keep the museum open and usable	Highest
Events, talks, workshops, education	High
Flexible community space	Medium
Gallery / exhibition space	Medium

6. Qualitative Feedback – Key Themes

6.1 Areas of Support

- Value of the existing museum: Many respondents expressed a strong appreciation for Maldon Museum, including its heritage value, character, and role in preserving local history.
- Support for maintenance and improvement: There is broad support for improving the current offer, including repairs, better accessibility, improved interpretation, and enhanced visitor facilities.
- Interest in wider cultural activity: Respondents showed interest in increased provision of events, workshops, education programmes, and opportunities for community participation.
- Community use and inclusion: There is support for spaces that can be used by local groups, schools, and artists, with an emphasis on inclusivity and year-round engagement.

6.2 Areas of Concern

- Cost and affordability: A recurring theme is concern about capital costs, long-term financial sustainability, and value for money.
- Impact on Promenade Park: Respondents highlighted potential impacts on the park environment, including green space, views, parking, and the overall character of the area.
- Scale and appropriateness of development: Some respondents expressed caution about the scale or type of any new development and the need for it to be proportionate and well-designed.
- Prioritisation of existing assets: There is a consistent view that the existing museum should be protected and improved before considering significant expansion or new facilities.
- Information and clarity: Several responses indicate that further detail is needed on proposals, particularly in relation to benefits, costs, and delivery approach.

7. Interim Conclusions

Based on the survey evidence to date, the following interim conclusions can be drawn:

- There is a clear and widely shared view that action is required to secure the future of Maldon Museum. Support for maintaining the current position without change is very limited.
- Public opinion on the preferred form of intervention is mixed. Responses are broadly divided between prioritising investment in the existing museum,

exploring a potential Arts & Culture Centre, and supporting smaller-scale or phased approaches.

- There is moderate support for the concept of an Arts & Culture Centre, but this is not conclusive. A substantial proportion of respondents either oppose the idea or remain undecided, indicating that views are still forming.
- Concern about the potential closure of the museum is high, and this concern is a key factor influencing support for taking action.
- Across all response groups, there is a consistent expectation that the existing museum should be protected and improved as a priority, regardless of any wider development proposals.
- Views on future development are conditional rather than fixed. Key factors influencing support include:
 - Clarity on costs and funding
 - Evidence of community benefit
 - Assurance regarding scale, design, and impact on Promenade Park
- Qualitative responses reflect both support for enhancing cultural provision and caution about financial, environmental, and strategic implications, as well as the need to balance competing priorities.

In summary, the findings indicate a clear mandate to address the future of Maldon Museum, but no single preferred solution has emerged. Further development of options, supported by detailed information and ongoing engagement, will be necessary to build consensus and inform decision-making.