Maldon District Council

Preparation of a Feasibility Study for the Maldon Historic Waterfront Revival

September 2016
Project Brief: Preparation of a Feasibility Study for the Maldon Historic Waterfront Revival

1.0 Introduction

1.1 The environmental quality, character, vitality and cultural importance of Maldon’s Historic Waterfront are fundamental to the town’s identity, the local economy and the experience offered to visitors. Maldon’s Historic Waterfront incorporates the Fullbridge, the North and South Quays of the River Chelmer, Heybridge Creek, Hythe Quay, Promenade Park, the Blackwater Estuary and Northey Island. Land and waterfront is in private and public ownership and managed by national organisations and agencies. The Historic Waterfront is within the Maldon Conservation Area and includes nationally important designated heritage assets. The Blackwater Estuary has national, European and international designations for ecology: Special Protection Area (SPA), Site of Special Scientific Interest (SSSI) and Ramsar.

1.2 Maldon’s Historic Waterfront was once the working heart of and artery to the historic market town based on import and export trade, commercial travel, industry and manufacturing along the waterside all within the back drop of the historic hilltop town. The legacy is a quality built heritage with historic mills, granaries, pubs, sail lofts, chandleries, boat yards, wharves and quaysides; a home for the iconic Thames Barges, pleasure and recreational boats and an Edwardian Park all of which are experienced and set within an internationally designated estuarine landscape of mud flats, saltmarsh and creeks.

1.3 The Maldon Historic Waterfront connects to coastal paths, cycle networks, towpaths, footpaths and Public Rights of Way for access to the coast and countryside, the formal open space of Promenade Park and to Maldon’s historic High Street via streets and lanes winding up the slopes to the hill to the hill top town. The town and the waterfront are already an important visitor attraction but moreover have a strong community focus and connection to families that have commercial interests and historic family ties to the waterfront.

1.4 Maldon’s Historic Waterfront is within the Maldon and Heybridge Central Area. The Maldon and Heybridge Central Area incorporates Maldon Central, The Causeway Regeneration Area and the Leisure Quarter and forms the District’s focus for employment, retail, community and tourism facilities.

1.5 A Strategic Master Plan Framework is being prepared for the Maldon and Heybridge Central Area under Policy S5, LDP. The Strategic Master Plan Framework is a key delivery tool and sets out the key principles for development and regeneration within the Area. A number of objectives and key projects have emerged directly from Policy S5 and the Master Planning process including key projects and opportunity associated with Maldon’s Historic Waterfront from an economic, social and environmental stance.

1.6 An accompanying Action Plan to the Strategic Master Plan Framework sets out priorities, actions, initiatives and development proposals across the Area over the short, medium and long term with funding opportunities and key delivery partners for future funding bids and applications. A number of funding opportunities have been identified and realised through the Master Planning process by working with landowners, key partners and stakeholders within Maldon’s Historic Waterfront.
1.7 Maldon’s Historic Waterfront is within remit of the Maldon & Blackwater Estuary Coastal Community Team which will facilitate and support the sustainable growth of the local economy through developing the visitor offer by concentrating on the Marine Heritage, Historical, Outdoor Leisure and food sectors of the economy. Success will be increased visitors enjoying the outstanding offers that Maldon & the Blackwater Estuary has to offer in these sectors.

1.8 The key objectives for Maldon’s Historic Waterfront Revival include promoting the waterfront as a focus for culture and maritime heritage including maritime skills, improving access and connectivity to the waterside and linkages between key visitor attractions, food and drink to extend dwell times and taking a heritage-led and environmentally sensitive approach to sustain its future.

1.9 The Council wishes to promote a sustainable approach to development and regeneration at Maldon’s Historic Waterfront to realise the objectives and opportunities identified through the master planning process and the objectives of the Maldon and Blackwater CCT.

1.10 The Council is seeking to appoint suitably qualified consultants with relevant experience to prepare a Feasibility Study to realise Maldon’s Historic Waterfront Revival. The study will meet the essential aims and outputs detailed in the following section.

2.0 Aims

2.1 The purpose of the Feasibility Study is to:

- Refine the previously identified opportunities that Maldon’s Historic Waterfront offers;
- Co-ordinate key partners and stakeholders within the Historic Waterfront Area to work collaboratively to realise the opportunities identified;
- Analysis the strengths and weaknesses and commercial viability of the opportunities, including understanding the future requirements of all partners;

2.2 The Council expects that the appointed consultants will deliver a number of specific outputs, to a high standard and within the timescales set out in section 7 below.

2.3 The projects / opportunities identified must help;

- Sustain the environmental quality whilst enhancing and encouraging investment to improve the visitor offer
- increase leisure provision, access and connectivity to and from the Historic Waterfront
- consider resilience to flood risk
- Aligning the Feasibility Study outcomes with the vision and objectives within the draft Maldon & Heybridge Central Area Master Plan and Action Plan.

2.4 The extent of the study area is illustrated within APPENDIX 1 to this Brief.
3.0 Project Brief

3.1 A significant amount of work has already been undertaken to identify key projects and opportunity for the revival of Maldon’s Historic Waterfront:

**Policy S5, Maldon District Pre-Submission Local Development Plan 2014-2029**

(Insert Link to Policy S5 and Key Projects Table)

**Maldon and Heybridge Central Area Master Plan Objectives**

(Insert Link to draft Master Plan)

The riverfront highlights the importance of the waterfront corridor through connections, access and attractions. The central area objectives of the Master Plan pertinent to the riverfront are:

- **CA3** - Promoting the Riverfront as a focus for culture and visitor attractions with a range of visitor accommodation;
- **CA4** - Improving public access to the riverfront and across it to improve linkages between key features of the town and the coast and countryside;
- **CA1** - Stimulation of commercial viability by attracting public and private investment and sustaining traditional skills and knowledge;
- **CA6** - Take a heritage-led and environmentally sensitive approach to the opportunities presented which respect the special qualities of the natural, built and historic environment.

**Maldon and Heybridge Central Area Master Plan Key Projects**
The draft Master Plan includes key projects pertinent to Maldon’s Historic Waterfront:  
are to be publicly consulted upon winter 2016.

<table>
<thead>
<tr>
<th>Title</th>
<th>Policy Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hythe Quay Improvement Initiative</td>
<td>CA3 CA4</td>
</tr>
<tr>
<td>Destination Hub – combined visitor centre and specialist restaurant</td>
<td>CA3</td>
</tr>
<tr>
<td>River' huts adjacent Promenade Park in the Estuary</td>
<td>CA3 CA4 CA6</td>
</tr>
<tr>
<td>Visitor Moorings / Pontoon improvements</td>
<td>Not applicable</td>
</tr>
<tr>
<td>St Mary’s Church Community Hub</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Maldon Museum Improvements to accommodation</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

**Maldon and Heybridge Central Area Master Plan Action Plan**
The draft Action Plan includes key partners, stakeholders and funding streams available to deliver the key projects above.

3.2 The Feasibility Study for Maldon’s Historic Waterfront is required to align with the key projects identified within the draft Maldon & Heybridge Central Area Master Plan and Action Plan to take forward the opportunities presented by the waterfront for regeneration, diversification and cultural attractions for leisure and recreation.
3.3 Maldon’s Historic Waterfront needs a successful and sustainable future as a coastal community based around an industrial and commercial area and its role as a tourism and leisure destination in relation to the coast and countryside and the natural beauty and ecology of the Blackwater Estuary.

4.0 Expertise Required

4.1 Submissions are invited from consultants who are able to demonstrate expertise in the following areas:

- Experience in conducting Feasibility Studies for area based analysis and assessment with community and stakeholder engagement
- Fair and neutral with no prior opinion about what decision should be made. It is important that all necessary data are collected and presented so that the best decision can be made

Drafting note – Procurement Hub to check this section

5.0 Budget & Outputs

5.1 The Council has a maximum budget for this project is £50,000 which has been funded by the Government’s Coastal Revival Fund. The figure excludes VAT but is inclusive of necessary expenses.

5.2 Bidders are requested to review the following project outputs table and consider how they can achieve the expected outputs within the overall budget.

<table>
<thead>
<tr>
<th>Title</th>
<th>Description / Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hythe Quay Improvement Initiative</td>
<td>It has been identified that the Hythe Quay area could be used for commercial activities such as specialist markets. We expect this concept to be developed and tested with Quay users and other stakeholders to understand practical issues this may raise and the viability of the scheme. Identify potential delivery options and solutions to barriers that would need to be resolved.</td>
</tr>
</tbody>
</table>
| Destination Hub – combined visitor centre and specialist restaurant | There have been suggestions of a combined visitor’s centre which also replaces key infrastructure within the Promenade Park or Close to Hythe Quay. Specialist restaurants and a potential marine heritage centre have all been suggested as potential usages for a new facility. It is believed that there are two separate offerings and that there is a need for both. We expect the successful bidder to understand stakeholders needs and ambitions, and develop a clear business case on what can be achieved either in 1 or 2 locations. Within the business case we expect information to be provided on likely delivery models to improve the chances of seeking funding. The final project document should also include :-
  - Information on likely uses for the any buildings
  - Indicative costs related to any buildings |
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘River’ huts adjacent Promenade Park in the Estuary</td>
<td>Explore the commercial viability of river huts along the estuary. What would use would these structures have for example, Holiday accommodation or Commercial use.</td>
</tr>
<tr>
<td>Visitor Moorings / Pontoon improvements</td>
<td>Explore the potential to improve facilities for visiting yachts / day boats to the Hythe Quay. What facilities would be required, what are the estimated costs of such facilities?</td>
</tr>
<tr>
<td>St Mary’s Church Community Hub</td>
<td>St Mary’s Church wish to create a sustainable use for their community facility and wish to explore options to make sensitive improvements to a historic site. We expect the successful bidder to understand stakeholders needs and ambitions, and develop a clear business case on what can be achieved</td>
</tr>
<tr>
<td>Maldon Museum Improvement to accommodation</td>
<td>The Maldon museum is a Council owned facility that is operated by the Maldon Museum. Consider future options for delivery of this service either stand alone or as part of a heritage or visitor centre.</td>
</tr>
</tbody>
</table>

**6.0 Submission Requirements and Assessment**

6.1 In response to this brief, tenderers are required to provide:

i. Details of proposed approach and how you propose to comply with the project brief and outputs within the defined timescale;

ii. Indicative work programme;

iii. A fixed price quotation for undertaking the work outlined in the submission including number of days for each named personnel (time and expenses);

iv. Examples of similar commissions involving the preparation of Feasibility Studies for development and regeneration including demonstration of subsequent outcomes;

v. CVs of named personnel and their proposed role in the project including details of relevant experience in preparation of Feasibility Studies / Business Cases of this type;

vi. Details of your professional liability insurance;

vii. Contact details of two referees.

6.2 Please confirm within your submission any conflicts of interest which should be considered in relation to other current or future work being undertaken by your company.

**7.0 Timescales**

7.1 The indicative timetable for the award of the contract is as follows.

1) Deadline for Return of Quotation: Week commencing (w/c) 7 November 2016
2) Clarification meeting week commencing: w/c14 November 2016
3) Appointment of consultants: w/c 25 November 2016
4) Inception Meeting: w/c 1 December2016
5) Completion of Feasibility Study: w/c 27 February 2016
APPENDIX 3

8.0 Reporting and project management arrangements

8.1 The consultant will work closely with the council to ensure that agreed services are being executed and delivered to the highest standards according to critical timings and best practice. The council will be able to supply OS base maps.

8.2 Your point of contact at the council will be Richard Holmes. You should nominate one person from your company to manage the brief through to completion and act as the primary contact. An Officer Working Group has been established of key officers within the Council and consultants should allow for three meetings with the group during the course of the project.

8.3 The project will be administered by email and telephone wherever practicable with project meetings at the Council offices at inception and draft report stage.

9.0 Performance Indicators

9.1 In addition to the timescales set out in section 7 above, the Council will also require the following:
   - Regular updates on the progression of the work will be provided to the Council every two weeks;
   - Responses to email and telephone correspondence from the Council within two days;

10.0 Questions and further information

10.1 Please send your submission to the following contact details (submissions by email are preferred) Email: Richard.holmes@maldon.gov.uk

10.2 Postal: Richard Holmes, Director C&CS, Maldon District Council, Council Offices, Princes Road, Maldon, Essex CM9 5DL

10.3 If you should require any further information please contact Richard Holmes, C&CS Director, Tel: 01621 875752. Please note that, for reasons of fairness, we will send questions and their answers to the other consultants we have invited to submit a proposal.

11.0 Evaluation Methodology

Draft note - insert methodology