



**REPORT of  
DEPUTY CHIEF EXECUTIVE**

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**to  
STRATEGY AND RESOURCES COMMITTEE  
12 JUNE 2025**

**STRATEGIC ASSETS WORKING GROUP BUSINESS CASES**

**1. PURPOSE OF THE REPORT**

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

**2. RECOMMENDATION**

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

**3. SUMMARY OF KEY ISSUES**

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

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

#### **4. CONCLUSION**

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

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

##### **5.1 Supporting our communities**

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

##### **5.2 Investing in our District**

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

### 5.3 Growing our economy

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

### 5.4 Protecting our environment

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

### 5.5 Delivering good quality services.

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

## 6. IMPLICATIONS

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

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

#### Background Papers

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

[Maldon and Heybridge Central Area Masterplan](#)

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