

Tendring District Council
Martello Towers D & E
Options Appraisal



Summary

There are two strands to decision making in respect of the future of the towers: the leadership or means by which change might be delivered and the nature of that change. The strands of that decision are set out in the following analysis. Broadly:

- Direct action by the Council brings more control but carries significant costs and risks whereas disposal of the properties transfers cost and risk at the expense of loss of control and a residual risk of stalled delivery.
- Community uses of the towers offer potential benefits to the community and embrace the views put forward at the event but subject to future running costs and potentially more problematic accessibility arrangements and uncertainty as to long term financial sustainability.

It is easy to rule out do nothing and conservation only options. Other options are more nuanced and a balancing of risk factors and outcomes is necessary.

Figures in this appraisal are indicative and selected options will have to be subject to detailed business cases and future decision.

Leadership Options

Option	Advantages	Disadvantages	Initial Financial effect	Ongoing financial effect
1. Do nothing	No actions necessary	Would be a hard position to support in reputational, conservation, liability and leadership terms	None	Potential claims or fines
2. Invest directly in the conservation and conversion	Retains full control of the works and ensures that they are sensitively completed.	Requires major investment. Costs in the order of £1m each could be expected depending on the scheme identified.	High	Dependent on use selected
3. Dispose of the properties by way of lease	Retains some control over the quality and timing of work. Transfers financial costs and risks to others.	Loses some control over quality standards Entails some risk of failure to deliver by potential tenants	None	Modest potential income
4. Dispose of the properties freehold	Transfers financial costs and risks to others. Some potential capital receipt	Retains no control over the quality of the works In the event of developer failure the properties would not revert to the Council	Modest potential receipt	None

Conversion and Use Options

Option	Advantages	Disadvantages	Initial Financial effect	Ongoing financial effect [§] (each)
Do Nothing	Requires no action	Would be a hard position to support in reputational, conservation, liability and leadership terms.	£0	£0
Dispose of the towers as they are	Modest input required	Doesn't take advantage of potential grant availability. Exercises little control over the future of the buildings.	£250k to £400k	£0
Conserve only: <ul style="list-style-type: none"> Remove external render from Tower E Remove current fencing and put up secure fencing around Tower E Drain and stabilise Tower E Weatherproof Tower D 	Stabilises the buildings while investigations are completed.	Doesn't resolve ongoing sustainability and will lead to the same situation existing again in the future.	-£135,000*	£0
Conserve and dispose of the towers	Stabilises the buildings while investigations are completed.	Investment would be broadly offset by increase in value. Doesn't take advantage of potential grant availability. Exercises little control over the future of the buildings	£220k to £370k	£0
Conserve and Convert the Towers	Takes real control of the future of the buildings and ensures ongoing management and benefits	Requires Major initial investment unless grant funding can be secured	£1.7m to £2m [#]	-
Museum	Meets community aspirations.	Likely to require ongoing financial support.		£1.5k
Holiday Let	Likely to be financially sustainable	No match with Community aspirations.		£20k

Other Commercial such as studio, office or spa		No match with Community aspirations.		£20k
Sporting club meet, café	Likely to be financially sustainable	Limited match with Community aspirations.		£10k
Café and venue	Likely to be financially sustainable	Potential integration of Community aspirations.		£15k

*Extrapolated from quotation received

#Subject to detailed survey and design

§Subject to detail feasibility, assuming completed and let to a third party on FRI terms

Conclusion

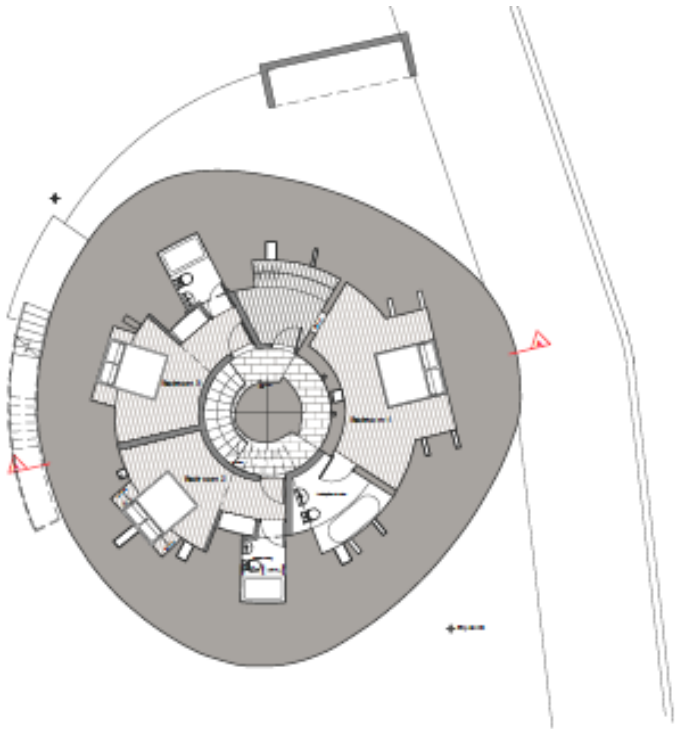
Conservation and Conversion options are substantially costly with estimated returns on investment around 2%. It is likely that these levels of investment could only be supported if significant grant funding is available.

There is a material tension between community aspirations and financially sustainable end uses.

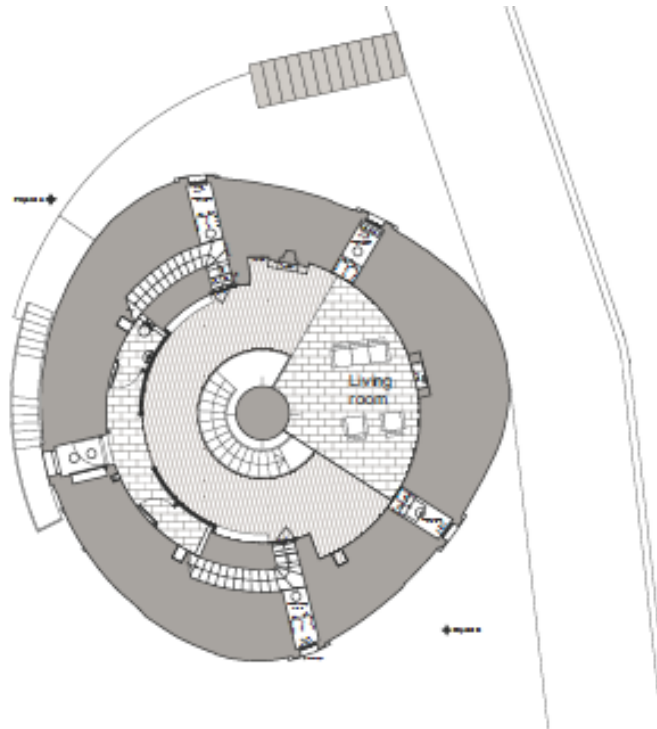
The Council has responsibilities to secure the conservation and long term use of the buildings.

Proposal

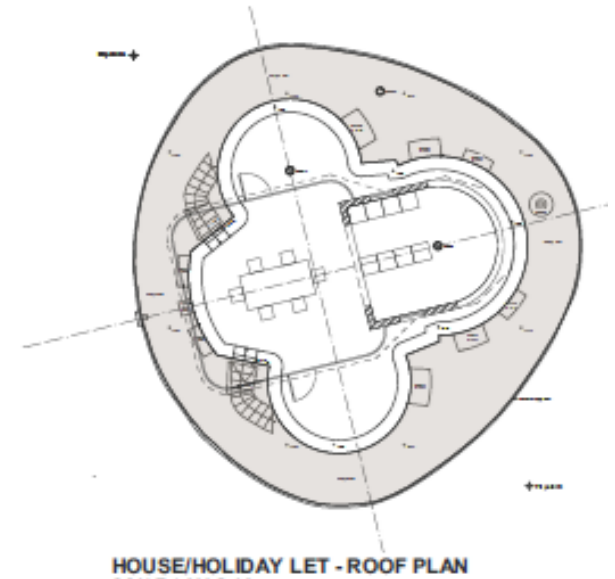
1. Carry out the urgent removal of render at Tower E
2. Carry out other weatherproofing, stabilisation and access works at Tower E and, subject to further funding, weatherproofing at Tower D
3. Press forward the bid for grant funding and work with Historic England and other experts on other stabilisation needs at Tower E
4. Progress plans for conservation and conversion of the towers for direct implementation if grants are secured or to facilitate and promote schemes in the private sector if not.
5. Target proposal for Tower D to be Holiday accommodation or club facilities
6. Target Proposal for Tower E to be an integrated Café and venue with Community and historic commitments



HOUSE/HOLIDAY LET - GROUND FLOOR PLAN
SCALE 1:200@ A3

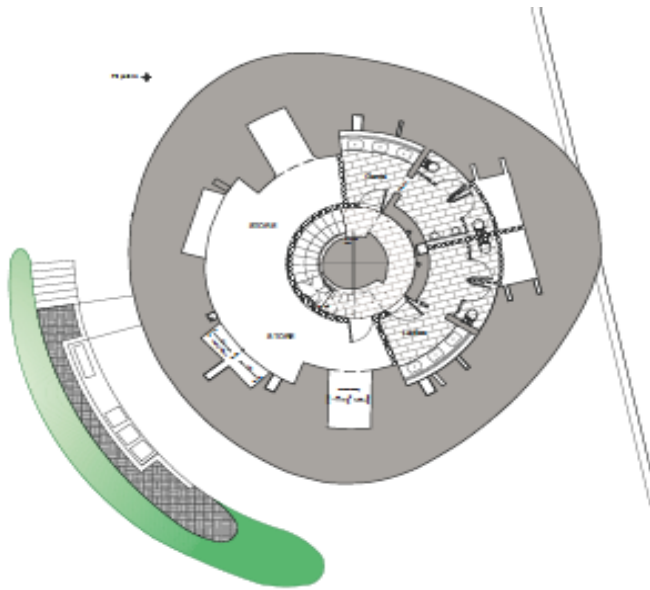


HOUSE/HOLIDAY LET - FIRST FLOOR PLAN
SCALE 1:200@ A3

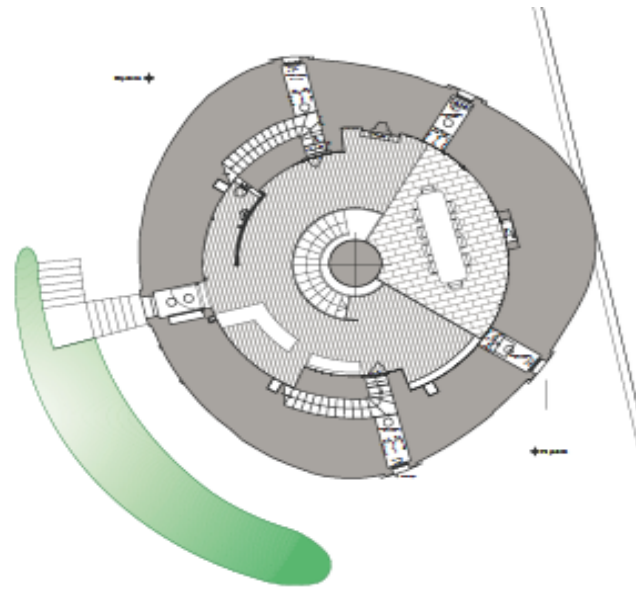


HOUSE/HOLIDAY LET - ROOF PLAN
SCALE 1:200@ A3

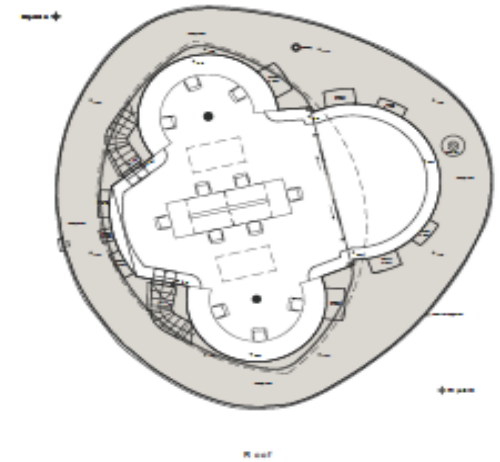
Potential Indicative Plan: Holiday let



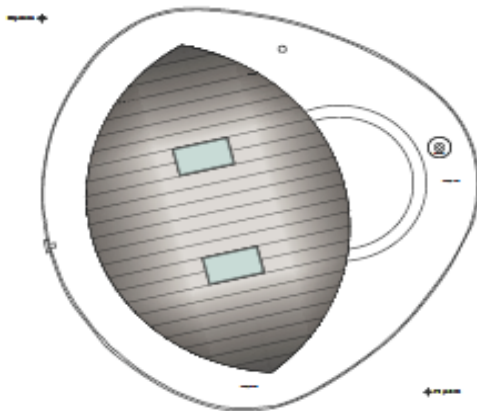
OFFICE - GROUND FLOOR PLAN
SCALE 1:200@ A3



OFFICE - FIRST FLOOR PLAN
SCALE 1:200@ A3



OFFICE - GUN DECK PLAN
SCALE 1:200@ A3



Potential Indicative Plan: Office or Cafe

